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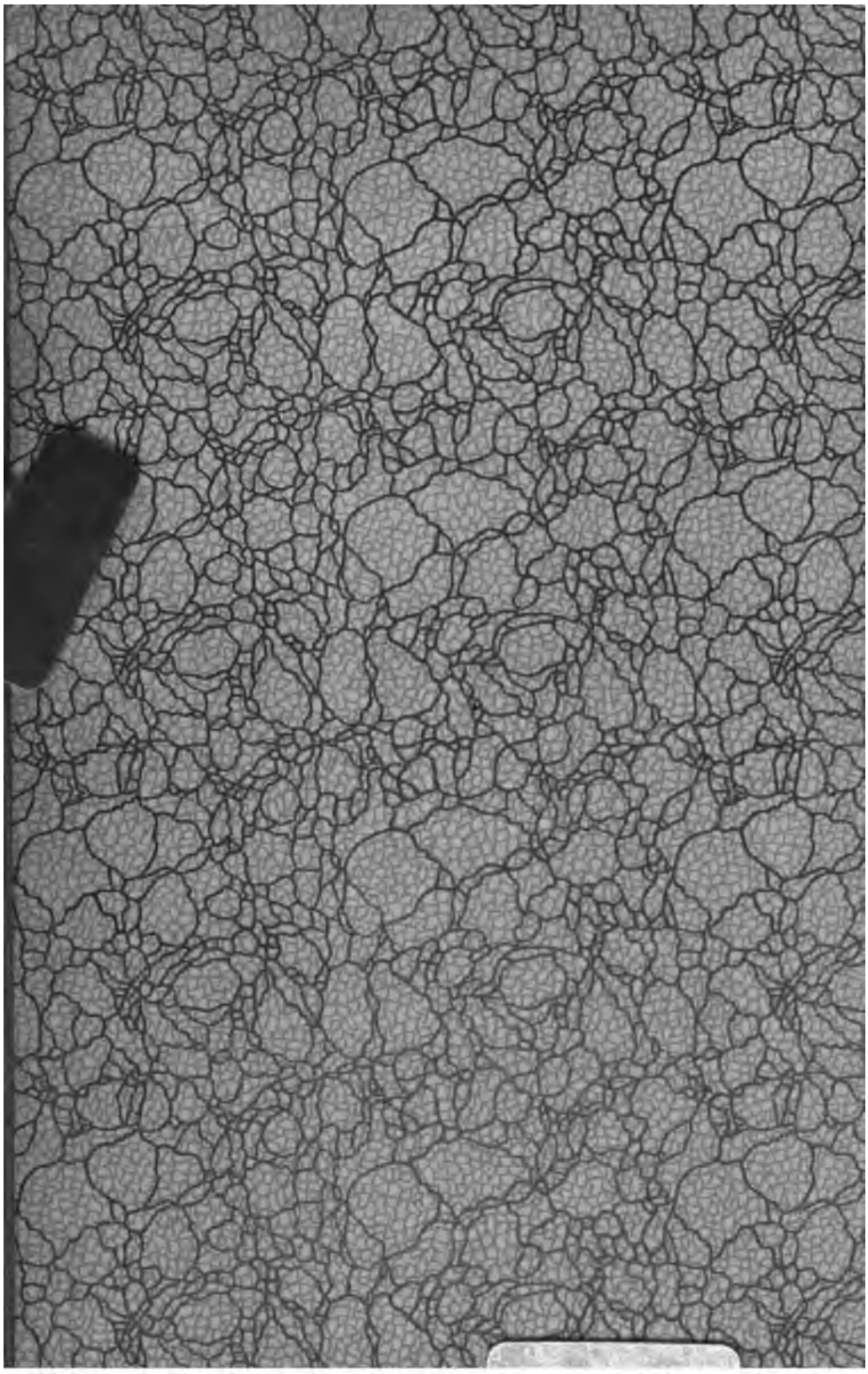

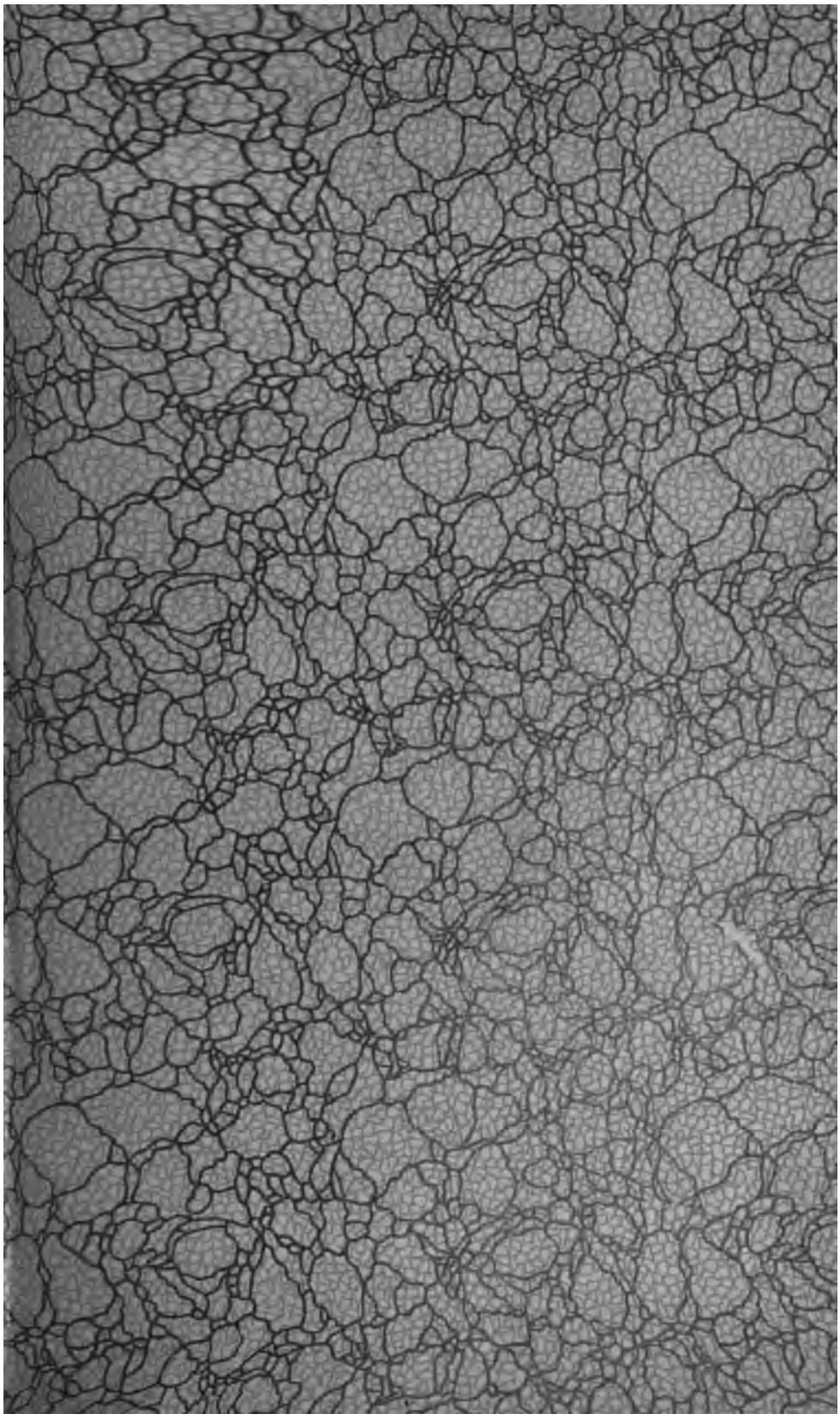

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I.I.B President's Commission on Economy and Efficiency.

62D CONGRESS, 2d Session } HOUSE OF REPRESENTATIVES { DOCUMENT No. 458

MESSAGE

OF THE PRESIDENT OF THE UNITED STATES

ON

ECONOMY AND EFFICIENCY IN THE GOVERNMENT SERVICE

IN TWO VOLUMES

VOL. 1

JANUARY 17, 1912

Referred to the Committee on Appropriations and ordered to be printed

WASHINGTON
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M.S.R.

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MESSAGE.

To the Senate and House of Representatives:

I submit for the information of the Congress this report of progress made in the inquiry into the efficiency and economy of the methods of transacting public business.

Efficiency and economy in the Government service have been demanded with increasing insistence for a generation. Real economy is the result of efficient organization. By perfecting the organization the same benefits may be obtained at less expense. A reduction in the total of the annual appropriations is not in itself a proof of economy, since it is often accompanied by a decrease in efficiency. The needs of the Nation may demand a large increase of expenditure, yet to keep the total appropriations within the expected revenue is necessary to the maintenance of public credit.

Upon the President must rest a large share of the responsibility for the demands made upon the Treasury for the current administration of the executive branch of the Government. Upon the Congress must rest responsibility for those grants of public funds which are made for other purposes.

REASON FOR THE INQUIRY.

Recognizing my share of responsibility for efficient and economical administration, I have endeavored during the past two years, with the assistance of heads of departments, to secure the best results. As one of the means to this end I requested a grant from Congress to make my efforts more effective.

An appropriation of $100,000 was made June 25, 1910,

to enable the President to inquire into the methods of transacting the public business of the executive departments and other Government establishments, and to recommend to Congress such legislation as may be necessary to carry into effect changes found to be desirable that can not be accomplished by Executive action alone.

I have been given this fund to enable me to take action and to make specific recommendations with respect to the details of transacting the business of an organization whose activities are almost as varied as those of the entire business world. The operations of the Government affect the interest of every person living within the jurisdiction of the United States. Its organization embraces stations and centers of work located in every city and in many local subdivisions of the country. Its gross expenditures amount to nearly $1,000,000,000 annually. Including the personnel of the Military and Naval Establishments, more than 400,000 persons are required to do the work imposed by law upon the executive branch of the Government.

MAGNITUDE OF THE TASK.

This vast organization has never been studied in detail as one piece of administrative mechanism. Never have the foundations been laid for a thorough consideration of the relations of all of its parts. No comprehensive effort has been made to list its multifarious activities or to group them in such a way as to present a clear picture of what the Government is doing. Never has a complete description been given of the agencies through which these activities are performed. At no time has the attempt been made to study all of these activities and agencies with a view to the assignment of each activity to the agency best fitted for its performance, to the avoidance of duplication of plant and work, to the integration of all administrative agencies of the Government, so far as may be practicable, into a unified organization for the most effective and economical dispatch of public business.

FIRST COMPLETE INVESTIGATION.

Notwithstanding that voluminous reports are compiled annually and presented to the Congress, no satisfactory statement has ever been published of the financial transactions of the Government as a whole. Provision is made for due accountability for all moneys coming into the hands of officers of the Government, whether as collectors of revenue or disbursing agents, and for insuring that authorization for expenditures as made by law shall not be exceeded. But no general system has ever been devised for reporting and presenting information regarding the character of the expenditures made, in such a way as to reveal the actual costs entailed in the operation of individual services and in the performance of particular undertakings; nor in such a way as to make possible the exercise of intelligent judgment regarding the discretion displayed in making expenditure and concerning the value of the results obtained when contrasted with the sacrifices required. Although earnest efforts have been put forth by administrative officers and though many special inquiries have been made by the Congress, no exhaustive investigation has ever before been instituted concerning the methods employed in the transaction of public business with a view to the adoption of the practices and procedure best fitted to secure the transaction of such business with maximum dispatch, economy, and efficiency.

With large interests at stake, the Congress and the administration have never had all the information which should be currently available if the most intelligent direction is to be given to the business in hand.

I am convinced that results which are really worth while can not be secured, or at least can be secured only in small part, through the prosecution at irregular intervals of special inquiries bearing on particular services or features of administration. The benefits thus obtained must be but temporary. The problem of good administration is not one that can be solved at one time. It is a continuously present one.

PLAN OF THE WORK.

In accordance with my instructions, the Commission on Economy and Efficiency, which I organized to aid me in the inquiry, has

directed its efforts primarily to the formulation of concrete recommendations looking to the betterment of the fundamental conditions under which governmental operations must be carried on. With a basis thus laid, it has proceeded to the prosecution of detailed studies of individual services and classes of work and of particular practices and methods, pushing these studies as far and covering as many points and services as the resources and time at its disposal have permitted.

In approaching its task it has divided the work into five fields of inquiry having to do respectively with organization, personnel, business methods, accounting and reporting, and the budget.

ORGANIZATION.

I have stated that the Congress, the President, and the administrative officers are attempting to discharge the duties with which they are intrusted without full information as to the agencies through which the work of the Government is being performed. To provide more complete information on this point the commission has submitted to me a report on the organization of the Government as it existed July 1, 1911. This report, which is transmitted herewith, shows in great detail, by means of outlines, not only the departments, commissions, bureaus, and offices through which the Government performs its varied activities, but also the sections, shops, field stations, etc., constituting the subordinate divisions through which the work is actually done. It shows for the services at Washington each such final unit as a laboratory, library, shop, and administrative subdivision; and for the services outside of Washington each station and point at which any activity of the Government is carried on.

OUTLINES OF ORGANIZATION.

From these outlines it is possible to determine not only how each department, bureau, and operating unit, such as a navy yard, is organized, but also, by classifying these units by character and geographical location, the number of units of a like character that exist at Washington, and the number and character of services of the Government in each city or other point in the United States. With this information available, it is possible to study any particular activity or the problem of maintaining services at any given city or point.

Information of this character has never before been available. Administrative officials have been called upon to discharge their duties without that full knowledge of the machinery under their direction which is so necessary to the exercise of effective control; much less have they had information regarding agencies in other services that might be made use of. Under such circumstances each service is compelled to rely upon itself, to build up its own organization, and to provide its own facilities regardless of those in existence elsewhere.

This outline has been prepared on the loose-leaf system, so that it is possible to keep it revised to date at little or no expense. The outline thus constitutes a work of permanent value.

COMPREHENSIVE PLAN OF ORGANIZATION.

With this outline as a basis, the commission has entered upon the preparation of three series of reports. The first series deals with the manner in which the services of the Government should be grouped in departments. This is a matter of fundamental importance. It is only after a satisfactory solution of this problem that many important measures of reform become possible. Only by grouping services according to their character can substantial progress be made in eliminating duplication of work and plant, and proper working relations be established between services engaged in similar activities. Until the head of a department is called upon to deal exclusively with matters falling in but one or a very few distinct fields, effective supervision and control is impossible. As long as the same department embraces services so diverse in character as those of life saving and the management of public finances, standardization of accounting methods and of other business practices is exceedingly difficult of attainment.

So dependent are other reforms upon the proper grouping of services that I have instructed the commission to indicate in its report the changes which should be made in the existing organization and to proceed in the same way as would far-seeing architects or engineers in planning for the improvement and development of a great city. My desire is to secure and to furnish to the Congress a scheme of organization that can be used as a basis of discussion and action for years to come.

In the past services have been created one by one as exigencies have seemed to demand, with little or no reference to any scheme of organization of the Government as a whole. I am convinced that the time has come when the Government should take stock of all its activities and agencies and formulate a comprehensive plan with reference to which future changes may be made. The report of the commission is being prepared with this idea in mind. When completed, it will be transmitted to the Congress. The recommendations will be of such a character that they can be acted upon one by one if they commend themselves to the Congress and as action in regard to any one of them is deemed to be urgent.

REPORTS ON PARTICULAR SERVICES.

The second and third series of reports deal, respectively, with the organization and activities of particular services, and the form of organization for the performance of particular business operations.

One of the reports of the second series is upon the Revenue-Cutter Service, which costs the Government over $2,500,000 each year. In the opinion of the commission its varied activities can be performed with equal, or greater, advantage by other services. The commission therefore recommends that it be abolished. It is estimated that by so doing a saving of not less than $1,000,000 a year can be made.

Another report illustrating the second series recommends that the Lighthouse and Life-Saving Services be administered by a single bureau instead of as at present by two bureaus located in different departments. These services have much in common. Geographically, they are similarly located; administratively, they have many of the

same problems. It is estimated that consolidation would result in a saving of not less than $100,000 annually.

In a third report the commission has recommended the abolition of the Returns Office of the Department of the Interior. This action, in its opinion, will cause no loss in service to the public and will result in a direct saving of not less than $25,000 a year, in addition to a large indirect economy in the reduction of work to be performed in the several offices.

In another report the commission has recommended the consolidation of the six auditing offices of the Treasury and the inclusion in the auditing system of the seven naval officers who now audit customs accounts at the principal ports. The changes recommended will improve in many ways the auditing of public accounts and will result in an immediate saving of at least $135,000 annually.

GENERAL TECHNICAL SERVICES.

A third series of reports is being prepared on those branches of the organization which are technical in character and which exist for the service of the Government as a whole—branches which have to do with such matters as public printing, heating, lighting, the making of repairs, the providing of transportation, and the compilation of statistics where mechanical equipment is essential.

ABOLITION OF LOCAL OFFICES.

Perhaps the part of the organization in which the greatest economy in public expenditure is possible is to be found in the numerous local offices of the Government. In some instances the establishment and the discontinuance of these local offices are matters of administrative discretion. In other instances they are established by permanent law in such a manner that their discontinuance is beyond the power of the President or that of any executive officer. In a number of services these laws were passed nearly a century ago. Changes in economic conditions have taken place which have had the effect of rendering certain offices not only useless but even worse than useless in that their very existence needlessly swells expenditures and complicates the administrative system.

The attention of the Congress has been called repeatedly to these conditions. In some instances the Congress has approved recommendations for the abolition of useless positions. In other cases not only do the recommendations of the Executive that useless positions be abolished remain unheeded, but laws are passed to establish new offices at places where they are not needed.

The responsibility for the maintenance of these conditions must naturally be divided between the Congress and the Executive. But that the Executive has performed his duty when he has called the attention of the Congress to the matter must also be admitted. Realizing my responsibility in the premises, I have directed the commission to prepare a report setting forth the positions in the local services of the Government which may be discontinued with advantage, the saving which would result from such action, and the changes in law which are necessary to carry into effect changes in organization found to be desirable. On the coming in of the report, such offices as

may be found useless and can be abolished will be so treated by Executive order.

PERSONNEL.

In my recent message to the Congress I urged consideration of the necessity of placing in the classified service all of the local officers under the Departments of the Treasury, the Interior, Post Office, and Commerce and Labor.

CLASSIFICATION OF LOCAL OFFICERS.

The importance of the existence of a competent and reasonably permanent civil service was not appreciated until the last quarter of the last century. At that time examinations were instituted as a means of ascertaining whether candidates for appointment possessed the requisite qualifications for Government positions. Since then it has come to be universally admitted that entrance to almost every subordinate position in the public service should be dependent upon the proof in some appropriate way of the ability of the appointee.

As yet, however, little if any attempt has been made by law to secure, either for the higher administrative positions in the service at Washington or for local offices, the qualifications which the incumbents of these positions must have if the business of the Government is to be conducted in the most efficient and economical manner. Furthermore, in the case of many of the local officers the law positively provides that the term of office shall be of four years' duration.

The next step which must be taken is to require of heads of bureaus in the departments at Washington, and of most of the local officers under the departments, qualifications of capacity similar to those now required of certain heads of bureaus and of local officers. The extension of the merit system to these officers and a needed readjustment of salaries will have important effects in securing greater economy and efficiency.

In the first place, the possession by the incumbents of these positions of the requisite qualifications must in itself promote efficiency.

In the second place, the removal of local officers from the realm of political patronage in many cases would reduce the pay roll of the field services. At the present time the incumbents of many of these positions leave the actual performance of many of their duties to deputies and assistants. The Government often pays two persons for doing work that could easily be done by one. What is the loss to the Government can not be stated, but that it is very large can not be denied, when it is remembered how numerous are the local officers in the postal, customs, internal revenue, public lands, and other field services of the Government.

In the third place, so long as local officers are within the sphere of political patronage it is difficult to consider the question of the establishment or discontinuance of local offices apart from the effect upon local political situations.

Finally, the view that these various offices are to be filled as a result of political considerations has for its consequence the necessity that the President and Members of Congress devote to matters of patronage time which they should devote to questions of policy and administration.

The greatest economy and efficiency, and the benefits which may accrue from the President's devoting his time to the work which is most worth while, may be assured only by treating all the distinctly administrative officers in the departments at Washington and in the field in the same way as inferior officers have been treated. The time has come when all these officers should be placed in the classified service. The time has also come when those provisions of law which give to these officers a fixed term of years should be repealed. So long as a fixed term is provided by law the question of reappointment of an officer, no matter how efficiently he may have performed his duties, will inevitably be raised periodically. So long as appointments to these offices must be confirmed by the Senate, and so long as appointments to them must be made every four years, just so long will it be impossible to provide a force of employees with a reasonably permanent tenure who are qualified by reason of education and training to do the best work.

SUPERANNUATION.

Attention has been directed in recent years to the need of a suitable plan of retiring the superannuated employees in the executive civil service. In the belief that it is desirable that any steps toward the establishment of such a plan shall be taken with caution, I instructed the commission to make an inquiry first into the conditions at Washington. This inquiry has been directed to the ascertainment of the extent to which superannuation now exists and to the consideration of the availability of the various plans which either have been proposed for adoption in this country or have actually been adopted in other countries. I shall submit, in the near future, for the consideration of the Congress a plan for the retirement of aged employees in the civil service which will safeguard the interests of the Government and at the same time make reasonable provision for the needs of those who have given the best part of their lives to the service of the State.

EFFICIENCY OF PERSONNEL.

I have caused inquiry to be made into the character of the appointees from the point of view of efficiency and competence which has resulted from present methods of appointment; into the present relation of compensation to the character of work done; into the existing methods of promotion and the keeping of efficiency records in the various departments; and into the conditions of work in Government offices. This inquiry will help to determine to what extent conditions of work are uniform in the different departments and how far uniformity in such conditions will tend to improve the service. I have felt that satisfaction with the conditions in which they worked was a necessary prerequisite to an efficient personnel, and that satisfaction was not to be expected where conditions in one department were less favorable than in another.

This inquiry has not been completed. When it has been ascertained that evils exist which can be remedied through the exercise of the powers now vested in the President, I shall endeavor to remedy those evils. Where that is not the case, I shall present for the consideration of the Congress plans which, I believe, will be followed by great improvement in the service.

BUSINESS METHODS.

In every case where technical processes have been studied it has been demonstrated beyond question that large economies may be effected. The subjects first approached were those which lie close to each administrator, viz, office practices. An illustration of the possibilities within this field may be found in the results of the inquiry into the methods of handling and filing correspondence. Every office in the Government has reported its methods to the commission. These reports brought to light the fact that present methods were quite the reverse of uniform. Some offices follow the practice of briefing all correspondence; some do not. Some have flat files; others fold all papers before filing. Some use press copies; others retain only carbon copies.

UNNECESSARY COST OF HANDLING AND FILING CORRESPONDENCE.

The reports also show not only a very wide range in the methods of doing this comparatively simple part of the Government business, but an extraordinary range in cost. For the handling of incoming mail the averages of cost by departments vary from $5.84 to $81.40 per 1,000. For the handling of outgoing mail the averages by departments vary from $5.94 to $69.89 per 1,000. This does not include the cost of preparation, but is confined merely to the physical side of the work. The variations between individual offices is many times greater than that shown for averages by departments.

It is at once evident either that it is costing some of the offices too little or that others are being run at an unwarranted expense. Nor are these variations explained by differences in character of work. For example, there are two departments which handle practically the same kind of business and in very large volume. The average cost of handling incoming mail to one was found to be over six times as great as the cost of handling incoming mail to the other.

It has been found that differences of average cost by departments closely follow differences in method and that the greatest cost is found in the department where the method is most involved. Another fact is of interest, viz, that in two departments, which already show low averages, orders have been issued which will lead to a large saving without impairing efficiency. It can not be said what the saving ultimately will be when the attention of officers in all of the departments has been focused on present methods with a view to changing them in such manner as to reduce cost to the lowest point compatible with efficient service. It, however, must be a considerable percentage of nearly $5,000.000, the total estimated cost of handling this part of the Government business at Washington.

Results have already been obtained which are noteworthy. Mention has been made of the orders issued by two departments. Of these the order of one is most revolutionary in character, since it requires flat filing, where before all correspondence was folded; the doing away with letterpress copies; and the discontinuance of indorsements on slips, one of the most expensive processes and one which in the other department has been carried to very great length.

NEED FOR LABOR-SAVING OFFICE DEVICES.

The use of labor-saving office devices in the service has been made the subject of special inquiry. An impression prevails that the Government is not making use of mechanical devices for economizing labor to the same extent as are efficiently managed private enterprises. A study has been made of the extent to which devices of this character are now being employed in the several branches of the Government and the opportunities that exist for their more general use. In order to secure information as to the various kinds of labor-saving devices that are in existence and as to their adaptability to Government work, an exhibition of labor-saving office appliances was held in Washington from July 6 to 15, 1911. One hundred and ten manufacturers and dealers participated, and more than 10.000 officers and employees visited the exhibition. There is no doubt that the exhibition served the purpose of bringing to the attention of officers devices which can be employed by them with advantage. The holding of this exhibition was, however, but a step preparatory to the contemplated investigation.

UNNECESSARY COST OF COPY WORK.

The efforts of the commission resulted also in the adoption by several bureaus or departments of improved methods of doing copying. The amount of copy work heretofore done by hand each year in the many offices is estimated to aggregate several hundred thousand dollars. The commission exhibited at its offices appliances that were thought to be especially adapted to this kind of Government work. Following these demonstrations methods of copying were introduced which have brought about a saving of over 75 per cent in offices where used for six months. This change in one small cross section of office practice will more than offset the whole cost of my inquiry.

WASTE IN THE DISTRIBUTION OF PUBLIC DOCUMENTS.

Going outside the office, one of the business processes which have been investigated is the distribution of departmental documents. This is a subject with which both the Congress and administration heads are familiar. The prevailing practice in handling departmental publications is to have them manufactured at the Government Printing Office; each job when completed is delivered to the department; here the books or pamphlets are wrapped and addressed; they are then sent to the post office; there they are assorted and prepared for shipment through the mails; from the post office they are sent to the railroad station, which is only a few steps from the Government Printing Office, whence they started. The results of this laborious and circuitous method is to make the use of the best mechanical equipment impracticable and to waste each year not less than a quarter of a million dollars of Government funds in useless handling, to say nothing of the indirect loss due to lack of proper coordination.

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WASTEFUL USE OF PROPERTIES AND EQUIPMENT.

The use of equipment is a matter which also has been investigated. Up to the present time this investigation has been in the main confined to the subject of electric lighting. The Government pays over $600,000 per year for electric current; it has made large capital outlays for wiring and fixtures. With the increasing demands in many buildings the present equipment is taxed to its limit, and, if the present methods are continued, much of this wiring must be done over; in many places employees are working at a great physical disadvantage, due to inadequate and improper lighting, and thereby with reduced efficiency. In every place where the inquiry has been conducted it appears that there is large waste; that without the cost of rewiring, simply by giving proper attention to location of lights and the use of proper lamps and reflectors, the light efficiency at points where needed may be much increased and the cost of current reduced from 30 to 60 per cent. Other inquiries into the use which is being made of properties and equipment are contemplated which promise even larger results.

UNNECESSARY COST OF INSURANCE.

It is the policy of the Government not to insure public property against fire and other losses. Question has been raised whether the Government might not apply the same principle to other forms of risk, including insurance of the fidelity of officials and employees. A report is now in preparation on the subject which will show opportunities for large savings. I believe that the present expense for insuring the faithful execution of contracts, which, though paid by the contractor, is more than covered in the added price to the Government, can be largely reduced without taking away any element of security.

LACK OF SPECIFICATIONS.

The importance of establishing and maintaining standard specifications is found not only in the possibility of very materially reducing the direct cost of Government trading, but also in insuring to the service materials, supplies, and equipment which are better adapted to its purposes. One of the results of indefiniteness of specifications is to impose contract conditions which make it extrahazardous for persons to enter into contractual relations. This not only deprives the Government of the advantage of broad competition, but causes it to pay an added margin in price to vendors who must carry the risk. The specifications which may have been worked out in one department usually differ from specifications for the same article to be used in another department. Much progress has been made toward improving this condition through the schedules of the General Supply Committee, but there are many classes of supplies not on these lists which may be standardized, and the articles which are there listed may be specified with exactness.

In connection with standard specifications for purchasing, the subject of a standard form of contract has been given consideration. No one form or small number of forms will be applicable to all the agreements into which the Government enters. There can be standard

conditions and provisions for such contracts, however, and the work in this connection is being prosecuted in an effort to simplify the forms of contracts and to do away with the great diversity of requirements which so often perplex and irritate those who wish to enter into a contract with the Government.

EXCESSIVE COST OF TRAVEL.

One of the first steps taken toward constructive work was the reclassification of the expenditures for the year 1910 by objects. The foundation was thus made for the investigation of Government trading practices. While it was recognized that this large field could not be covered within a year except at enormous cost, the subjects of "Transportation of persons" and "Subsistence while in travel status" were taken as concrete examples. The annual cost of travel to the Government was found to be about $12,000,000. It was also found that the Government employees were traveling in practically every way that was open to the public; it was further found that although the Government was the largest user of transportation, it was buying railroad tickets on a less favorable basis than would be possible if the subject of traveling expenditures were systematically handled from the point of view of the Government as a whole. The form of ticket most often used between such points as New York, Philadelphia, and Washington was the single-trip, first-class ticket. In two departments definite tests have been made in the use of mileage books and in each practically the same result has been reported, viz, an average saving of a little over one-half of 1 cent per mile. What the possible saving to the Government by a more systematic handling of transportation may be can not be estimated at this time. Upon inquiry it was found that an analysis of travel vouchers for the year would cost not less than $120,000. The investigation, therefore, was confined to the analysis of travel vouchers which came to departments during the month of April. A report of the result of this inquiry has been made and at an early date will be sent to the Congress with recommendations.

One of the results or by-products of this inquiry into travel expenses was the recommendation that the jurat or affidavit which is now required by order of the comptroller be discontinued. The jurat does not add to the value of the return, involves persons traveling in much annoyance and trouble in going before an officer competent to administer oaths, while every disciplinary result is obtained through certification under the law prescribing a penalty for the falsification of accounts. A discontinuance of the jurat in all cases would result in a direct saving of about $60,000 per annum.

OTHER EXPENDITURES TO BE INVESTIGATED.

Before economy in Government trading can be adequately covered, such subjects as the following must be systematically inquired into, viz: Subsistence and support of persons; subsistence and care for animals and the storage and care of vehicles; telephone, telegraph, and commercial messenger service; printing, engraving, lithographing, and binding; advertising and the publication of notices; heat, light, power, and electricity purchased; repairs by contract and open

market order; building and other materials; drafting, scientific and stationery supplies; fuel; mechanics', engineering, and electricians' supplies; cleaning and toilet supplies; wearing apparel and hand-sewing supplies; forage and other supplies for animals; provisions; explosives and pyrotechnic supplies; heat, light, power, and electrical equipment; live stock; furniture and furnishings; educational and scientific equipment. From what has been already ascertained concerning certain of these different objects of Government expenditure, it is evident that large savings will result from such an examination.

BETTER METHODS FOR PURCHASING.

Through a long period of years and by numerous laws and orders there has grown up a procedure governing public advertising and contracting that is more burdensome and expensive in some cases than is necessary. The procedure is not uniform in the various departments; it is not uniform in many cases for the different services in the same department. To make uniform the requirements so far as practicable will be in the interest of economy and efficiency and bring about that simplicity that will secure the largest opportunity for contractors to bid for Government work, and will secure for the Government the most favorable prices obtained by any purchaser.

ACCOUNTING AND REPORTING.

In my message of March 3, 1911, attention was called to some of the defects in the present methods of accounting and reporting. I said:

> The condition under which legislators and administrators, both past and present, have been working may be summarized as follows: There have been no adequate means provided whereby either the President or his advisers may act with intelligence on current business before them; there has been no means for getting prompt, accurate, and correct information as to results obtained; * * * there have been practically no accounts showing what the Government owns and only a partial representation of what it owes; appropriations have been overencumbered without the facts being known; officers of Government have had no regular or systematic method of having brought to their attention the costs of governmental administration, operation, and maintenance, and therefore could not judge as to economy or waste; there has been inadequate means whereby those who served with fidelity and efficiency might make a record of accomplishment and be distinguished from those who were inefficient and wasteful; functions and establishments have been duplicated, even multiplied, causing conflict and unnecessary expense; lack of full information has made intelligent direction impossible and cooperation between different branches of the service difficult.

By reason of the confused character of records and reports and the lack of information which has been provided, this was one of the first subjects into which inquiry was made looking toward the issuing of Executive orders.

CHARACTER OF ACCOUNTS REQUIRED.

In laying the foundation for the revision of the present accounting methods it has been assumed that such information should be produced, and only such as is continuously needed by administrative heads or as will be of value to the Congress. The work has been prosecuted under the following heads: The character and form of

expenditure documents that should be employed by the several departments; classification of objects of expenditure; the kind and character of accounts that should be kept by the Government; the character of reports giving information regarding revenues and expenditures that should be rendered to superior administrative officers and to the Congress, and which will enable them to lay before the Congress information which each Member should have in order that the legislative branch may be fully informed concerning the objects and purposes of governmental expenditures.

UNIFORMITY IN CLASSIFICATION AND METHODS.

Upon these matters the commission has made extended studies. So far as the kind and character of accounts to be kept by the Government are concerned, not only have reports on methods of accounting and reporting been made by representatives of each of the departments, but for four of these services detailed descriptive reports have been prepared showing exactly what forms are used and what procedure is followed in keeping and recording accounts. Proceeding from these statements of fact, the purpose is to work out in collaboration with department representatives a unified procedure and a uniform classification of facts which will enable accounting officers to present to administrative heads, to the President, and to the Congress complete, accurate, and prompt information in any summary or detail that may be desired.

CONSTRUCTIVE RESULTS OBTAINED.

The general basis for uniformity of accounting and reporting has already been laid in constructive reports with recommendations. The results of this work have been promulgated by the Comptroller of the Treasury with the approval of the Secretary of the Treasury in circulars issued in May and June last. These circulars prescribed the kind of accounts which shall be kept for the purpose of making available to the administrative head of each department, bureau, and office the information which is needed for directing the business of the Government.

In all of the work of the commission on these subjects emphasis has been laid upon cooperation with departmental committees composed of representatives appointed by the heads of departments for the express purpose of joining with the commission in the preliminary studies and in the conclusions and recommendations relating to the several departments and establishments.

REPORTS AT PRESENT REQUIRED BY CONGRESS.

During the consideration of these subjects the commission has made a study of the present requirements of law relating to reports which are in whole or in part financial in character from the various departments and establishments. There are more than 90 acts of Congress which annually require reports of this character. These requirements of the law result in nearly 200 printed reports relating to financial matters, which must be submitted annually to the Congress by the various departments and establishments. Studies of

these reports and comparisons of the classification of expenditures as set forth therein have been made by the commission to the end that, so far as practicable, uniformity of classification of objects of expenditure may be recommended and identical terminology adopted.

RECOMMENDATIONS AND MODIFICATIONS.

In due time I shall transmit to the Congress such recommendations for changes in the present laws relating to these annual reports as appear to be pertinent and necessary.

Special consideration has been given by the commission to the annual reports relating to the financial transactions of the Government as a whole. In this connection the forms of the financial statements of the Government from early days to the present time have been examined. Further, in order that full information should be available, an investigation has been made of the forms of annual reports and budget statements, of the results of accounting, and of the terminology used by twenty or more foreign nations.

One of the consequences of this work is apparent in a modification of the form in which the gross receipts and disbursements of the Government have been exhibited heretofore by the Secretary of the Treasury in his annual reports to the Congress.

These modifications are important as illustrations of what may be expected in improvement in the annual statements of the Government as a whole when final recommendations are made, based upon these extended studies. Further results of this work will be apparent when standard forms for financial reports of departments and establishments, which are now in preparation through cooperation with the responsible officials of various departments, are completed and published. It will then be evident how far short of realizable ideals have been our annual statements and reports of the past.

THE BUDGET.

The United States is the only great nation whose Government is operated without a budget. This fact seems to be more striking when it is considered that budgets and budget procedures are the outgrowth of democratic doctrines and have had an important part in the development of modern constitutional rights. The American Commonwealth has suffered much from irresponsibility on the part of its governing agencies. The constitutional purpose of a budget is to make government responsive to public opinion and responsible for its acts.

THE BUDGET AS AN ANNUAL PROGRAM.

A budget should be the means for getting before the legislative branch, before the press, and before the people a definite annual program of business to be financed; it should be in the nature of a prospectus both of revenues and expenditures; it should comprehend every relation of the Government to the people, whether with reference to the raising of revenues or the rendering of service.

In many foreign countries the annual budget program is discussed with special reference to the revenue to be raised, the thought being

that the raising of revenue bears more direct relation to welfare than does Government expenditure. Around questions of source of revenue political parties have been organized, and on such questions voters in the United States have taken sides since the first revenue law was proposed.

CITIZEN INTEREST IN EXPENDITURES.

In political controversy it has been assumed generally that the individual citizen has little interest in what the Government spends. In my opinion this has been a serious mistake, one which is becoming more serious each year. Now that population has become more dense, that large cities have developed, that people are required to live in congested centers, that the national resources frequently are the subject of private ownership and private control, and that transportation and other public-service facilities are held and operated by large corporations, what the Government does with nearly $1,000,000,000 each year is of as much concern to the average citizen as is the manner of obtaining this amount of money for public use. In the present inquiry special attention has been given to the expenditure side of the budget.

In prosecuting this inquiry, however, it has not been thought that arbitrary reductions should be made. The popular demand for economy has been to obtain the best service—the largest possible results for a given cost.

We want economy and efficiency; we want saving, and saving for a purpose. We want to save money to enable the Government to go into some of the beneficial projects which we are debarred from taking up now because we can not increase our expenditures. Projects affecting the public health, new public works, and other beneficial activities of government can be furthered if we are able to get a dollar of value for every dollar of the Government's money which we expend.

PUBLIC-WELFARE QUESTIONS.

The principal governmental objects in which the people of the United States are interested include:

The national defense; the protection of persons and property; the promotion of friendly relations and the protection of American interests abroad; the regulation of commerce and industry; the promotion of agriculture, fisheries, forestry, and mining; the promotion of manufacturing, commerce, and banking; the promotion of transportation and communication; the postal service, including postal savings and parcels post; the care for and utilization of the public domain; the promotion of education, art, science, and recreation; the promotion of the public health; the care and education of the Indians and other wards of the Nation.

These are public-welfare questions in which I assume every citizen has a vital interest. I believe that every Member of Congress, as an official representative of the people, each editor, as a nonofficial representative of public opinion, each citizen, as a beneficiary of the trust imposed on officers of the Government, should be able readily to ascertain how much has been spent for each of these purposes; how

much has been appropriated for the current year; how much the administration is asking for each of these purposes for the next fiscal year.

Furthermore, each person interested should have laid before him a clear, well-digested statement showing in detail whether moneys appropriated have been economically spent and whether each division or office has been efficiently run. This is the information which should be available each year in the form of a budget and in detail accounts and reports supporting the budget.

CONTINUANCE OF THE COMMISSION.

I ask the continuance of this Commission on Economy and Efficiency because of the excellent beginning which has been made toward the reorganization of the machinery of this Government on business principles. I ask it because its work is entirely nonpartisan in character and ought to appeal to every citizen who wishes to give effectiveness to popular government, in which we feel a just pride. This work further commends itself for the reason that the cost of organization and work has been carefully considered at every point. Three months were taken in consideration of plans before the inquiry was begun; six months were then spent in preliminary investigations before the commission was organized; before March 3, 1911, when I asked for a continuation of the original appropriation for the current year, only $12,000 had been spent.

In organizing the commission my purpose was to obtain men eminently qualified for this character of work, and it may be said that it was found to be extremely difficult to find persons having such qualifications who would undertake the task. Several of the members of the commission were induced to take up the work at a personal sacrifice; in fact, considering the temporary character of the inquiry, it may be said that no member of the commission was moved by salary considerations. Only the public character of the work has made it possible for the Government to carry on such an inquiry except at a very much larger cost than has been incurred.

It is a matter of public record that the three largest insurance companies in New York, when under legislative investigation, spent more than $500,000 for expert services to assist the administration to put the business on a modern basis; but the economies the first year were more than tenfold the cost. I am informed that New York, Chicago, Boston, St. Louis, Cincinnati, Milwaukee, and other cities are prosecuting inquiries, the cost of which is largely disproportionate to the cost incurred by the Federal Government. Furthermore, these inquiries have the vigorous support and direct cooperation of citizen agencies, which alone are spending not less than $200,000 per annum, and in several instances these combined agencies have been working not less than five years to put the cities on a businesslike basis; yet there is still much to be done.

The reason for bringing these facts to your attention is to suggest the magnitude of the task, the time necessary to its accomplishment, the professional skill which is essential to the successful handling of the work, the impossibility of carrying on such a work entirely with men who are at the same time engaged in the ordinary routine of administration. While in the nature of things the readjustment

of organization and methods should continue indefinitely in order to adapt a great institution to the business in hand, ultimately this should be provided for as a part of the regular activities of some permanently organized agency. It is only after such a thorough inquiry has been made by experts who are not charged with the grinding details of official responsibility, however, that conclusions can be reached as to how this best can be done.

I sincerely hope that Congress will not, in its anxiety to reduce expenditures, economize by cutting off an appropriation which is likely to offer greater opportunity for real economy in the future than any other estimated for.

VIGOROUS PROSECUTION OF THE INQUIRY.

Economies actually realized have more than justified the total expenditure of the inquiry to date, and the economies which will soon be made by Executive action, based upon the information now in hand, will be many times greater than those already realized. Furthermore, the inquiry is in process of establishing a sound basis for recommendations relating to changes in law which will be necessary in order to make effective the economies which can not be provided by Executive action alone. Still further, it should be realized that the progress made by the inquiry has been notable when measured against the magnitude of the task undertaken. The principal function of the inquiry has been that of coordination. The commission has acted and should continue to act as a central clearing house for the committees in the various departments and establishments. By no other means can the cooperation which is essential be developed and continued throughout the Government service.

Helpful as legislative investigations may be in obtaining information as a basis for legislative action, changes which affect technical operations and which have to do with the details of method and procedure, necessarily followed in effectively directing and controlling the activities of the various services, can be successfully accomplished only by highly trained experts, whose whole time shall be given to the work, acting in cooperation with those who are charged with the handling of administrative details. The upbuilding of efficient service must necessarily be an educational process. With each advance made there will remain to those who conduct the details of the business an additional incentive to increase the efficiency and to realize true economy in all branches of the Government service.

As has been said, the changes which have already been made are resulting in economies greater than the cost of the inquiry; reports in my hands, with recommendations, estimate approximately $2,000,000 of possible annual economies; other subjects under investigation indicate much larger results. These represent only a few of the many services which should be subjected to a like painstaking inquiry. If this is done, it is beyond question that many millions of savings may be realized. Over and above the economy and increased efficiency which may be said to result from the work of the commission as such is an indirect result that can not well be measured. I refer to the influence which a vigorous, thoroughgoing executive inquiry has on each of the administrative units responsible to the Executive. The purpose being *constructive*, as soon as any subject is

inquired into each of the services affected becomes at once alert to opportunities for improvement. So real is this that eagerness in many instances must be restrained. For example, when reports were requested on the subject of handling and filing correspondence, so many changes were begun that it became necessary to issue a letter to heads of departments requesting them not to permit further changes until the results had been reported and uniform plans of action had been agreed upon. To have permitted each of the hundreds of offices to undertake changes on their own initiative would merely have added to the confusion.

Much time and expense are necessary to get an inquiry of this kind started, to lay the foundation for sound judgment, and to develop the momentum required to accomplish definite results. This initial work has been done. The inquiry with its constructive measures is well under way. The work should now be prosecuted with vigor and receive the financial support necessary to make it most effective during the next fiscal year.

In this relation it may be said that the expenditure for the inquiry during the present fiscal year is at the rate of $130,000. The mass of information which must be collected, digested, and summarized pertaining to each subject of inquiry is enormous. From the results obtained it is evident that every dollar which is spent in the prosecution of the inquiry in the future will result in manifold savings. Every economy which has been or will be effected through changes in organization or method will inure to the benefit of the Government and of the people in increasing measure through the years which follow. It is clearly the part of wisdom to provide for the coming year means at least equal to those available during the current year, and in my opinion the appropriation should be increased to $200,000, and an additional amount of $50,000 should be provided for the publication of those results, which will be of continuing value to officers of the Government and to the people.

WM. H. TAFT.

THE WHITE HOUSE, *January 17, 1912.*

APPENDIX

REPORT TO THE PRESIDENT ON THE ORGANIZATION OF THE GOVERNMENT OF THE UNITED STATES AS IT EXISTED JULY 1, 1911

Shown by an Outline of Organization with Recommendations Regarding its Use in the Administration of Public Affairs

[To accompany the President's message to Congress, January 17, 1912]

Submitted by

THE COMMISSION ON ECONOMY AND EFFICIENCY

NOVEMBER, 1911

REPORT.

NOVEMBER 27, 1911.

The PRESIDENT:

The Commission on Economy and Efficiency has the honor to submit the following report on the organization of the Government of the United States as it existed July 1, 1911. This report has been prepared with two definite objects in view, (1) to secure and present the information that is essential for any detailed critical study of the manner in which the Government is organized, and (2) to furnish this information in such a way that it can be kept constantly revised to date, with little or no expense, and thus be at all times available to officers of the Government for use in the current administration of public affairs.

INTRODUCTION.

At the outset of its work the commission was impressed with the fact that the Congress, the President, and the administrative officers were attempting to discharge the duties with which they are intrusted without sufficient knowledge regarding the instrumentalities through which these duties are to be performed. While it is true that officers of bureaus, divisions, etc., have information regarding the organization of their services, it is only in exceptional cases that such information has been compiled in a form to be readily available to others. Each service consequently has had to conduct its affairs without adequate knowledge regarding conditions elsewhere, and the higher administrative officers have been without the information so imperative to the exercise of real administrative control and direction.

Desirable as it may be that special efforts should be put forth from time to time to better governmental conditions, improvement and reform that is really worth while and lasting can be secured only by the adoption and current use of devices that enable administrators, from day to day, to pass judgment upon the effectiveness of the machinery and methods by which they are managing the affairs intrusted to them. In the same way that the commission is recommending, through other reports, that the accounting system of the Government be modified so that the information developed by the recording of financial transactions will be currently available for use by those in authority, it is also recommending, through the present report, the adoption of a plan by which any officer of the Government will be able to know, at any time, exactly the manner in which the service in which he is interested is organized. With this information constantly at hand, each administrator will be in a position

similar to that of the commander in chief of an army in the field. He will know each organization unit, whether it consists of a clerical service, a laboratory, workshop, a library, a warehouse, a station in the field, or other agency. He will be able to relate such unit to all other units, whether in his own or other services. He can determine where any piece of work can be done most effectively; whether the work of any particular unit is of sufficient importance to warrant the trouble and expense of its maintenance; the extent to which one unit can make use of the services of another, and thus avoid separate action with corresponding cost; and, generally, he can take all the steps necessary to avoid duplication of plant, or of personnel or work, or prevent overlapping or conflict of jurisdiction, and to secure effective cooperation between all branches of his own and other services of the Government.

It might appear that the points just stated are so obvious that their consideration at length is unnecessary. As a matter of fact, however, the commission found that this important phase of its undertaking was not at first fully appreciated by the departments and establishments when they furnished the information. They did not clearly see that the effort was being made to prepare a compilation that could be kept revised to date and currently used by them as a valuable aid or tool of administration. The commission therefore has felt that the value of this feature of its work should be emphasized.

That the commission was justified in undertaking this work is apparent from the fact that nowhere else at the present time is the information furnished by this report available. Important as it is to an intelligent consideration of the problems of administration, no attempt has been made heretofore to set forth in detail the manner in which the Government of the United States is organized for the execution of its multifarious duties. Descriptions have been written of the organization of the Government, so far as the distribution of constitutional powers among the three coordinate divisions—the legislative, the executive, and the judicial—and the assignment of duties to the executive departments and establishments are concerned. At no time, however, has the effort been made to carry this description far enough to exhibit in an adequate manner the organization of the several departments, establishments, bureaus, and services for the performance of their work.

As a result, administrative officials have been called upon to discharge their duties without that full knowledge of the machinery under their direction which it is imperative they should have in order to exercise effective administrative direction and control. They have not had full information as to the existing agencies, such as stations, laboratories, shops, divisions, etc., in their own services, much less what agencies existed in other services that might be used instead of creating similar agencies in their own services. Frequently Congress has been compelled to legislate without the complete data it should have if the most advantageous action is to be had. Finally, the people have been without that information necessary to accurate judgment regarding the manner in which their representatives, legislative and executive, are discharging their duties.

It is to the lack of this information that must be attributed in part the present condition of affairs, where stations, shops, and

other units are being maintained which perform no useful function, or none of sufficient importance to warrant the expense of their operation; where the most effective use is not being made of such services as should be maintained; where cooperation and consequent economy between services is a matter of chance or personal effort on the part of individuals, and where different services, performing the same or closely allied functions, are being operated independently of each other, thus duplicating in an uneconomical and inefficient manner the work of each other.

This could not be otherwise when the several services have no adequate means of knowing what is being done by other services or what plant and equipment they possess. Under such circumstances each is compelled to rely upon itself to build up its own organization and to provide itself with its own facilities regardless of what may be in existence elsewhere. Not until adequate means are provided through which this information may be secured, and, once secured, may be kept constantly revised to date and made easily available, is it possible to treat the Government of the United States as one great whole in which, so far as practicable, unnecessary motion is avoided, duplication of plant is eliminated, and parts are integrated into one harmonious and efficient administrative mechanism. It is to render possible the achievement of this end, or at least to lay the basis for such achievement, that the preparation of this report has been undertaken.

In addition to performing this service the preparation of this report has given to the commission information that it was essential it should have in prosecuting its inquiries regarding governmental conditions. The present report thus constitutes the basis for the critical and constructive reports the commission has prepared or has in preparation regarding the organization of the Government as a whole and the organization and activities of individual services and particular problems of organization.

PLAN OF REPORT.

Although the idea of presenting a report on the organization of the Government is a simple one, the putting of this idea into execution involves the taking of a number of steps, each of which is necessary, if the compilation is to serve the full measure of its possible usefulness. These steps consist of the preparation of the following:

1. Outlines of organization.
2. Charts of organization.
3. Maps of organization.
4. Classification of organization units by character.
5. Classification of organization units by geographical location.
6. Organization index.
7. Geographical index.
8. Descriptive notes.

OUTLINES OF ORGANIZATION.

The first is the outlines of organization. It is not only the most important, but is the basis for all the others. The purpose of these outlines is to exhibit the machinery of the entire Government—legislative, executive, and judicial—in such a way as to indicate not only

every working unit into which the Government is organized for the performance of its functions, but also the relations of such units to each other as regards direct lines of administrative authority.

By a unit of organization is meant not merely such a formal organization as a bureau, a division, or a section, but all further subdivisions which comprise reasonably distinct groups of employees required for the performance of special duties; all plant or operation units, such as quarters specially devoted to the performance of particular kinds of work, vessels, warehouses, etc. Thus the plan contemplates, as one of its essential features, the indication of everything in the nature of a shop, laboratory, photographic gallery, blue-print room, depot, etc., and every point in the field at which a station is maintained or work is done by or under the direction of the Government. The effort is also made to show, in its proper place, each collateral agency of administration, such as a board, commission, or committee with reasonably permanent status, since these bodies constitute a part of the machinery through which the affairs of Government are being conducted.

Every effort has been made to carry the outlines of organization down to these final units, for it is only by showing these final working units that a real picture is obtained of the manner in which the Government is actually organized for the performance of its work. And it is only as information of this character is secured that it becomes possible to determine the extent to which a number of units of the same character are in existence, or that several units perform the same function, and thus to ascertain whether duplication or overlapping exists within the services of the same bureau or department, or within the Government as a whole.

For many reasons this outline of organization should be carried to its logical conclusion, viz, that of showing the individual employees constituting the working force of each final unit of organization, properly classified and indicating for each his or her service title, compensation, and duties. Owing to the great difficulties that are involved, no attempt has been made to push the present outline that far, except in the case of the District of Columbia. In the case of the latter the effort was made in order to show by a practical example the character of outline of organization that would result and the valuable information that is thereby afforded. It has not been practicable up to the present time to do the same work for the other services.

As is elsewhere pointed out, the work of securing the data for the outlines in their present detail has been one of great magnitude. One of the principal difficulties encountered has been that of making clear to the hundreds of services and persons collaborating in supplying the data exactly what was wanted. Services having no clearly defined scheme of organization, upon being called upon to report the manner in which they are organized, have shown a strong tendency to work out an organization on paper which would show a logical assignment of duties to divisions, although in fact no such divisions were in existence, or, if in existence, were not grouped in the manner shown. With the best of intentions, and with a clear idea of what was desired, it was still a difficult matter, in many cases, to determine what was a unit of organization. These difficulties would be multiplied many fold if the attempt were made to treat the individual as

the final unit, since so many cases exist where the same individual performs duties in more than one organization unit.

These difficulties are by no means insuperable, as is demonstrated in the case of the District of Columbia. They can and should be overcome, and an outline of organization worked out that will show the place of each employee in the Government. It is evident, however, that this can not be done until a definite decision is reached regarding the organization units, under which the individuals should be shown. Both as a matter of practical expediency, and because otherwise the publication of the present outlines and report would be greatly delayed, it has not been deemed advisable, therefore, at the present time to push this work that far except the single case that has been mentioned. There is, however, no reason why the several services should not take up their outlines as here presented and carry them to this desirable conclusion, and it is the recommendation of the commission that this be done in all cases.

Loose-leaf system.—Attention has been called to the fact that the main purpose of this compilation is to furnish information that can be currently used by administrators, in the same way as they currently use data developed by a proper accounting and reporting system, as one of their tools of administration. If the outlines are to serve this purpose, it is imperative they should be prepared in such a way that they can be kept constantly revised to date. This end is secured by adopting the device of the loose leaf in presenting the data. Instead of attempting to set out the outline of the Government of the United States as one continuous statement the principle is adopted of giving on one sheet only the main subdivisions of the organization unit to which the sheet refers, and of presenting the detailed outlines of organization of these subdivisions on supporting sheets. If a change in organization takes place, all that needs to be done is the rewriting of the particular sheet or sheets affected and the substitution of the new sheet or sheets for the old.

The economy that can be realized is but a small part of the advantages resulting from the use of this loose-leaf system. In the first place, it brings out, in a way that a continuous statement fails to do, the coordinate units of organization. Thus, for example, if one desires to determine what are the primary units—that is, the bureaus and services—covered by the Department of Commerce and Labor, it would be necessary for him, in case the outline of organization of that department is shown as a continuous statement, to run over a large number of pages in order to pick out those bureaus and services that are of coordinate rank as indicated by the indentation and identification code numbers. The same operation would have to be followed by him if he desired to determine the primary units into which one of the bureaus is divided. Under the loose-leaf system these coordinate units appear one below the other on the same sheet, the subdivisions of each being carried on supporting sheets which are referred to by page numbers.

This system, if rigidly adhered to, would require a separate sheet in each case where a subdivision of a unit is set up. This would require hundreds, if not thousands, of sheets in order to show the organization of a single department. It is not necessary, however, to carry this loose-leaf system to such an extreme. In many cases the

organization in detail of a unit of organization can be given as a continuous statement, since the number of subordinate units shown is not so great as to prevent the eye from readily detecting the coordinate subdivisions. In preparing this report, the commission has consequently exercised its discretion in determining to what extent details should be carried on supporting sheets. The individual departments and services are not bound, however, by the decision of the commission in this respect. In maintaining their own outlines they should depart from the decision of the commission in so far as in their opinion seems wise.

Another advantage of the loose-leaf system is that it makes it possible for the several services to take up the outline where it now leaves off and secure further details of organization, these additional details being entered upon supporting sheets inserted in their proper places. Finally, the use of loose leaves makes it possible, if it is desired to do so, to split up the outlines into parts and give to each service only those sheets which affect its organization.

Scheme of classification of organization units.—The general scheme of classification that has been adopted is clearly shown by the outlines. There are a few features, however, upon which it is desirable specially to comment.

The first feature is that the primary aim of the outlines is to show organization rather than functions. It might seem that little trouble would be encountered in doing this. Practically, however, many difficulties have been encountered in carrying out this aim. Strange as it may seem, many services or important branches of services have no well recognized scheme of organization units that extends below the primary units into which they are divided. Such services would report "classes of work" or functions as their organization units. This tendency was one generally encountered throughout the work, and the commission has had to use care in unraveling the complications thus presented and in arriving at statements that represented actual organization conditions. Notwithstanding the efforts made it is certain that a satisfactory solution has not been arrived at in all cases.

In one important respect, however, the matter of functions does find a place, or at least expression, in this scheme of organization. As organization is shown by successive subdivisions, there is a steady progress, from units representing divisions of service more or less arbitrarily established in order that supervision over certain work to be done may be vested in the hands of certain officials, to units representing particular duties to be performed, until the point is reached where organization units correspond very closely with functional units. This is quite generally true of final units, which frequently represent little more than an enumeration of the classes of work or classes of employees included in the next more comprehensive unit. In other words, the fact must be recognized that, as organization is carried to a finer and finer degree, the units become, from a strictly organization standpoint, less and less definite, and more and more descriptive of functions.

A second feature is the principle upon which these organization units are classified. This principle is that of indicating the organization units so as to show their relationship to each other as determined by direct lines of administrative authority. By applying this

principle the place of each unit in the entire scheme is shown in relation to the successive units through which the lines of authority extend both up and down, and the extent to which units are coordinate is brought out.

Two consequences of following this principle should be noted. The first is that the fact that two units are coordinate in rank by no means indicates that they are of even approximately equal importance either as to size or as to character of work. For example, a unit having but a single employee, as a library, may appear side by side with large divisions, such as those of disbursement or supplies having a large personnel.

The second is that the outlines can not show relationships between units except as determined by the main line of administrative authority. Thus, for example, the unit "chief clerk" or "division of appointments" will have direct functional relations with probably all the units of a service. The outlines, however, will indicate such unit only as it falls under some more comprehensive unit and show under it the working units for the performance of its work. The facts in regard to its functional activities or duties in respect to other units can be brought out only by the charts, as will be pointed out hereafter, or by means of the descriptive notes which should accompany and explain the outlines.

Grouping of organization units.—There are many cases where a number of units have to do with matters so closely related to each other that it is desirable to show them under some group designation even though there is actually no unit of organization corresponding to such designation. The most important example of this is found in the case of the divisions or sections of a department, bureau, or other service having to do with matters of general administration. For example, the Department of Commerce and Labor has as its primary units of organization not only such functional bureaus as the Bureau of Corporations, Bureau of Standards, Coast and Geodetic Survey, etc., but also certain business divisions, such as the Office of the Chief Clerk, Division of Appointments, Division of Publications, and Disbursing Clerk. The duties of these divisions relate to the work of the department as a whole instead of to work in a particular field. It was thought that a useful purpose would be served by making clear this distinction between units having duties in relation to the department as a whole and those having certain duties in relation to their own fields. This is done by grouping the former with the office proper of the Secretary and Assistant Secretary (both of whom also have duties in respect to the whole department) under the general designation of "General administration." Of course it is possible to do this only so far as it can be done without doing violence to organization conditions as they actually exist. If one of the functional bureaus is given charge of the performance of certain duties, such as publication work or the handling of supplies, for not only itself but the other bureaus, a division handling such matters would have to be shown under that bureau in which it is actually located. Only in exceptional cases, however, is this condition of affairs found to exist.

An interesting example of the adoption of this system of grouping related services, which has found expression in formal administrative

regulations, is to be seen in the Navy Department. There the large number of bureaus going to make up the general administration of the department, as distinct from the management of the fleet, naval stations, and ships under construction in private yards, are, with the exception of the offices of the Secretary, Assistant Secretary, Chief Clerk, and General Board, grouped in four classes known as Division of Operations of the Fleet, Division of Personnel, Division of Material, and Division of Inspection. These are mere group designations since there are no organization units, properly speaking, corresponding to them.

Classification of commissions, boards, and Government establishments.—Still another matter requiring a few words of explanation has to do with the decision reached by the commission in respect to the assignment of commissions, boards, and independent Government establishments, to their proper places in the scheme of outline of organization. This is a matter that gave the commission a great deal of trouble, and it is not certain that in every case a decision has been reached that will be approved by all. The cases giving rise to the greatest difficulty were those of determining whether certain commissions should be shown as subordinate units of Congress, or subordinate units of the executive, or a particular department, and of determining whether certain services usually classed as "other Government establishments" should be indicated under that head or under "legislative." Reference is had to the Government Printing Office, the Library of Congress, and the National Botanic Garden. It was finally decided that they should be shown as subordinate units of the legislative branch, since the line of administrative control and supervision seems to run directly from them to Congress.

Problems of nomenclature.—Finally some reference should be made to the difficulties encountered growing out of the absolute lack of system that exists in respect to the naming of organization units. Such designations as "divisions," "sections," "offices," "branches," and the like seem to be used almost interchangeably. In some cases subdivisions of a division are known as sections, while in other cases the section is the more comprehensive and the division the subordinate unit. In many cases units have not been given any well-recognized designation, and names for them have been provided for the first time for the purposes of this outline. The particular designation employed for a unit can not thus be relied upon as indicating either its status or importance.

In handling this matter the commission has, with few exceptions, followed the scheme of nomenclature used by the different services in their reports to the commission. The most important instances in which the commission has used its discretion in respect to this matter are the dropping of the words "office of" and giving simply the name of the officer in charge, as, for example, "chief clerk" instead of "office of chief clerk," and in adopting a standard title for the immediate office of the head of a service. The designation employed is "Office proper of the Secretary" (or other officer as the case may be). This designation is intended to cover only the employees, such as private secretary, doorkeeper, and messenger, working directly for the officer designated. It logically constitutes the first unit under the designation "General administration."

In other cases it alone comprehends all that would come under such designation. The same confusion exists in respect to the titles that are employed to designate heads of administrative services. Among the titles most commonly employed to designate chief administrative officers are: "Chief of bureau," "commissioner," "director," "superintendent," though special titles, such as "Forester," are by no means uncommon. The titles used in the outlines are those reported to the commission. In one important respect the commission has not attempted to be consistent: Although the outlines as a rule indicate units by office designations, in many cases use for this purpose is made of the title of an officer. To have done otherwise would have meant the coining of a name for the office or the prefixing of the words "office of." It was not thought that any gain in clearness would result from doing this.

CHARTS OF ORGANIZATION.

The second step indicated as a desirable one to be taken in order to present full information regarding the organization of the Government is that of the preparation of charts of organization. The function of the charts is to serve as an illustration of the outlines in order that the significant features of the outline may be more readily seen. It is not essential, indeed in many cases it is hardly desirable, that the charts should picture all the details shown in the outlines; but, as far as they go, they should correspond rigidly to the outlines. As recommended in the case of the outlines, the charts should be constructed upon the loose-leaf system, main subdivisions being shown on one sheet and supporting details on accompanying sheets.

In one important particular the charts can be made to convey information that can not be shown by the outlines. By use of dotted lines interrelations between units of organization other than the relation of direct administrative authority can be indicated on the charts. In many cases this aids materially in making known the character of the organization as a piece of working mechanism.

MAPS OF ORGANIZATION.

The third feature of a complete plan to describe organization is the preparation of maps that will indicate all points at which any given service or department, or of the Government as a whole, is maintaining any station or other unit of organization, or is exercising any function. These maps can be made to serve one of the most useful purposes of the whole compilation. There is a tendency on the part of persons connected with the Government at Washington to look upon the work at Washington as constituting the real Government of the United States. In point of fact, a characteristic feature of the National Government is that it administers a service, the real working units of which are in great part scattered throughout the United States and, indeed, to a certain extent, throughout the world. The services at Washington, in the main, constitute merely the central office for the performance of the necessary clerical and other work required in exercising proper supervision and administrative control over the work being performed in the field. It is this fact which

makes the problem of administration of the National Government essentially different from and more difficult than the problem of administration of the government of municipalities. It is in the maintaining of stations and in the performing of work in the field that the great bulk of expenditures for the conduct of the National Government is incurred. If there are unnecessary services or units of organization; if effective use is not made of such units as should be maintained; if there is duplication of services or plants; and if waste or inefficiency exists through a failure to correlate the operations of different units or centralize the performance of particular kinds of work, it is probable these defects will be found in the field services rather than in the offices of general administration at Washington, which are under the immediate direction and control of the managing officers. For this reason it is imperative that any plan to set forth the organization of the Government should include as one of its essential features means for making known the exact situation of affairs as to units of organization maintained in the field.

The outlines of organization will indicate all such units. In order that their relations to each other may be readily seen, and the extent to which they are located at the most advantageous points can be considered, it is necessary that this location should be shown by maps. The use of maps, moreover, presents the advantage that field stations of different services can be shown in relation to each other, something which can not possibly be done by the outlines. Thus, in addition to preparing maps showing the field stations for each service individually, consolidated maps can be made for two or more related services, or for all services under the same department, or for all services of the Government. In these consolidated maps the different services can be distinguished from each other by the use of different symbols, such as circles, crosses, and stars, to indicate the stations of the different services. In the same way stations of a different character belonging to the same service can be distinguished.

Use of maps in studying field services.—With this graphic description of field conditions before him, it is evident that the head of a service or department is in a position to make a critical examination of the extent to which his service or services are organized in the most effective manner for the performance of their work in the field. The maps may show that one department is maintaining a number of stations pertaining to the different bureaus or services under its jurisdiction at the same points. The questions whether this duplication of stations is necessary and whether the stations maintained by one service can not be utilized by other services will naturally arise. There are many cases where it is necessary for a service to have a representative at a given point, though the amount of work to be done there may be such as to require but a small amount of simple work. In one case at least, the customs service, the practice is now followed of having field officers perform duties for other services. That other cases exist where the same economy can be realized can scarcely be questioned.

Inquiry may also reveal the fact that the stations of different services maintained in the same city are located in several buildings in different parts of the city, and that economy and increased efficiency may be realized by having these stations housed in the same building or at least in buildings located near each other.

In like manner, the information furnished by the maps regarding the location of field stations will lay the basis for a careful consideration of the problem of the most effective and economical administration of the work of field inspection. At the present time independent inspection work is being done by the several services. It may happen that a number of inspectors, representing different bureaus in the same department, may leave Washington at the same time for the purpose of inspecting stations in the same city. It is very likely that the fuller knowledge regarding field conditions, such as will be furnished by the maps, will permit of the working out of means by which closer cooperation between services in respect to inspection work can be secured, and the present enormous expense for travel may be materially reduced.

The foregoing is by no means intended to exhaust the subject of the ways in which use may be made of the information regarding field stations that is furnished by the outlines and maps. Many other ways, such, for example, as their use in studying the problem of the purchase and distribution of stores, and of equipping and repairing vessels, will suggest themselves. Indeed there is not a problem of administration having to do with work in the field that can not be better handled with this information available for ready reference.

CLASSIFICATION OF ORGANIZATION UNITS BY CHARACTER.

The fourth feature mentioned, that of the classification of organization units by character, has two purposes, that of giving to the administrator information regarding the organization units under his direction in the form needed for current use, and that of taking the first step in the analysis of the information furnished by the outlines looking to a critical study of organization conditions with a view to determining what improvements, if any, can be made. Thus, for example, the outlines of organization of the Navy Department will show for each naval station the subordinate units, such as torpedo station, wireless telegraph station, hospital, dry dock, etc. The administrator, however, will want to know, not only the organization of each naval station, but how many units of each kind he has and where they are located. To furnish him this information in readily available form, it is thus necessary to prepare lists of torpedo stations, dry docks, etc. The same is true of practically all classes of organization units.

It also is evident that a classification of organization units by character reveals facts regarding organization that immediately suggest questions meriting careful investigation. For instance, such a classification will bring out for each service, for each department, and for the Government as a whole, just how many units of a given character, such as libraries, chemical laboratories, carpenter shops, etc., exist at Washington and the services to which they are attached. Absolutely essential as this information would seem to be for any intelligent consideration of the problem of administration, it has, up to the present time, never been available. Each service has known what units it had but was not informed, as a rule, regarding those possessed by other services. There thus existed a condition of affairs where the head of a department has not known how many or what carpenter shops, blue-print rooms, photostat rooms, etc., were in his

department at Washington. He may thus permit units to be created or to continue in existence in ignorance of the fact that there are already in existence similar units fully able to handle all work to be done.

With lists of organization units classified, as recommended in this report, such a condition of affairs should no longer exist. What is of immediate importance, however, is the fact that a study of these lists will immediately raise questions concerning the extent to which existing units represent unnecessary duplications of plant, of personnel, or of work. They make it possible to investigate the extent to which economy and increased efficiency can be obtained by centralizing to a greater extent work of a given character, by placing the facilities of one service at the disposition of other services, and by specializing in respect to equipment and work to be done in the several units, etc. Indeed, the information thus furnished renders possible and prepares the way for an intelligent consideration of the problems of the overlapping of functions, the duplication of plant and work, and maintenance of unnecessary equipment that constitute important features in respect to which the present organization of the Government is said to be defective.

CLASSIFICATION OF ORGANIZATION UNITS BY GEOGRAPHICAL LOCATION.

The desirability of, and the advantages to be gained by, a classification of organization units by geographical location has already been considered in the discussion of the purposes served by the preparation of maps. This classification and the maps constitute supporting documents. On the maps themselves it is not feasible to do more than indicate by symbols where stations or other units of organization are located. The classification of organization units by geographical location will show for each city, town, or other point just what stations are being maintained there, and the services and departments to which they belong. By arranging the cities and towns alphabetically the information regarding any given city or town can be instantly had.

INDEXES.

The purposes to be served by the two indexes proposed are evident. While these indexes may not be necessary to the administrator who is familiar with his service, it is apparent that they will be of great value to persons outside the services.

DESCRIPTIVE NOTES.

The last of the elements of a complete report designed to furnish full information regarding organization is that of descriptive notes. This is a feature which can be of little or of great importance, according as it may be decided to rest content with the information furnished by the other features, or to use the latter as a basis for securing full descriptive and critical data regarding not only organization, but character of plant, equipment, duties performed, and methods of work followed throughout the organization. It will thus be possible for the head of any service, bureau, or department desiring to make a thorough study of conditions in his service, to call for *a detailed report* regarding each unit set up in the outline of organ-

ization that will give him all the facts needed to determine whether the separate existence of such unit is necessary, whether such unit is performing the work that it should, and is doing it in the proper way; and what are its needs as regards plant and equipment, personnel, etc. If such descriptive notes are prepared and separate sheets are used for presenting the information obtained regarding the several units, these notes will constitute all the descriptive matter regarding units of organization that is needed to show the organization as a working machine. These notes, moreover, can give information regarding relations between units and regarding special conditions that it is impracticable to bring out either on the outlines or on the charts or maps.

Especially should the effort be made, through these notes, to develop all possible information regarding the necessity for each station or post being maintained in the field. It is probably true that improvement can be made in almost all of the field services of the Government. Investigation can not fail to reveal cases where stations may with advantage be either discontinued, consolidated with other stations, or relocated at more convenient points. In some cases they have been established to meet a real need that existed at the time of their creation, which need, however, may have since passed away on account of changes having taken place in the service, the opening up of new means of communication, the development of new centers of population and industry, etc. In other cases stations have been established without adequate inquiry having been made regarding their necessity, or were established in response to solicitations or representations made to the services by local authorities or other persons. Careful study of the conditions in respect to each station will bring to light not only cases of this character but others where certain classes of work are being performed which can better be performed at other stations or at Washington.

If any service decides to secure such descriptive information regarding the various units composing it, the character of the data that will be desired will, of course, vary according to the character of the unit and service involved. The following draft of a schedule of inquiry, for use in securing information regarding stations being maintained in the field, is, however, suggested as indicating, at least, the general character that might be given to such an inquiry:

SUGGESTED SCHEDULE OF INQUIRY REGARDING FIELD STATIONS.

1. Name of station.
2. Location.
3. Organization symbol or identification number.
4. Whether established by law, executive, or administrative order.
5. If established by law, reference to statute.
6. If established by formal executive or administrative order, reference to such order, and, if possible, copy of order.
7. General description of work of the station and detailed list of duties performed.
8. Description of quarters, plant, and equipment.
9. State whether quarters and plant are owned by Government or rented.
10. If owned, give estimated value of: (1) ground; (2) structures; and (3) equipment.
11. If rented, give annual rental paid and general terms of leases.
12. Total expenditures by or on account of station during fiscal year ending June 30, 1911, itemized in accordance with approved forms of stating expenditures showing the *distinction between* expenses, capital outlays, etc.

13. List of all persons employed, classified according to subordinate units of organization, classes of work and such other subdivisions as will indicate in detail the organization and character of the working force. The following information should be given for each employee:
    (1) Name.
    (2) Official or service title.
    (3) By what officer appointed.
    (4) Manner of selection (by civil service examination, on recommendation of what officer, etc.).
    (5) Term of office or contract of employment (by the year, month, day, temporary, etc.).
    (6) Rate of compensation.
    (7) General nature of duties.
14. Recommendation of head of the station regarding what action, in his opinion, should be taken that will lead to increased efficiency and economy in the maintenance and operation of the station.
15. Comments and recommendations of the head of the service and other superior administrative officers.

OUTLINES OF ORGANIZATION AS A BASIS FOR ESTIMATES OF APPROPRIATIONS, CONTROLLING ACCOUNTS, AND OTHER ADMINISTRATIVE OPERATIONS.

In the foregoing there have been indicated many ways in which the outlines of organization with the supporting charts, maps, classifications, etc., can be of great value, both in the day-to-day work of administering public affairs, and in furnishing the basis for critical studies of existing conditions with a view to effecting improvements. There remain certain other ways, however, which have not been mentioned, or which have been touched upon only incidentally, in which these outlines can be employed with advantage.

Probably the most important of these is that they can be made the basis for the preparation of estimates of expenditures, the making of appropriations, and the allotment of appropriations, the establishment of accounts, and the operation of cost-keeping records, where it is desired to maintain records of that character. Thus the head of an administrative service in determining what money will, in his opinion, be required to run his service for the ensuing year, can call for definite statements regarding the financial requirements of each organization unit shown in the outline of organization of his service. These when compiled will furnish supporting details for the total sum requested by him for his service. Not only will he thus be in a position where he can determine more accurately what are his financial needs in comparison with current and past expenditures, but Congress, in passing upon such estimates, will be able readily to determine the items going to make up the total requested.

In most cases it will not be desirable, and Congress will not wish, to appropriate money with the same itemization as is shown by the estimates. When this is not done, the administrative head can take up the appropriations as fixed by Congress and allot them to the organization units in accordance with the estimates submitted by him for their support. Following this will come the system of accounts which will furnish a record of expenditures according to such appropriation and allotment heads. There will thus be furnished the basis for a complete and logical system of detail and controlling account for all subordinate units. This does not mean that separate accounts will have to be kept for each minor unit of organization, since these in many cases represent merely working divisions, sections, or classes of employees. It will only be necessary for the accounts to distin*guish organization units* as far as any useful purpose is served.

Finally, the outlines of organization can be made the basis for a scheme of administrative reports, for a general filing system, or any other class of administrative work where it is desired to have data or documents systematically compiled or classified. The use of the symbols representing organization units upon requisitions, purchase orders, vouchers, and other expenditure documents has already been fully discussed in the circular of the commission relative to accounting and reporting.

CONCLUSION.

In conclusion the commission desires again to emphasize the fact that much of the value of the present report will be lost unless the outlines of organization are adopted as the basis for a system that will furnish a record of the manner in which the Government is organized, in such a way that the information will be available at all times, not only to the services themselves, but to all persons interested in the conduct of Government affairs. To attain this end three things are necessary.

In the first place, each department, bureau, and service should at once take its part of the outline and so extend it as to show the number of employees, according to their service titles and rate of compensation, falling under each organization unit. It should do what the commission has done in that part of the outline pertaining to the District of Columbia. Here, as has been pointed out, the commission has carried the outline to its logical conclusion by indicating the number, title, and compensation of all employees working under each organization unit. The following copy of the sheet of the outline pertaining to the home for the aged poor shows the character of the information that will thus be rendered available regarding each administrative subdivision, and each institution, constituting a part of the government of the District of Columbia.

	Number.	Salary.	Reference page.
1. Board of Commissioners.			
2. Commissioner.			
20. *Home for the Aged and Infirm.*			
1. Superintendent	1	$1,200	
2. Medical department			
1. Physician	1	480	
2. Nurse	1	360	
3. Housekeeping			
1. Matron	1	600	
2. Cook	1	600	
3. Baker	1	540	
4. Male attendants	2	360	
5. Cook	1	300	
6. Female attendants	2	300	
7. Seamstress	1	240	
8. Cook	1	180	
9. Servants	3	144	
4. Garden, farm, and stables			
1. Farmer	1	540	
2. Farm hands	3	360	
3. Dairyman	1	360	
4. Hostler and driver	1	240	
5. Care of building			
1. Engineer	1	900	
2. Engineer	1	720	
3. Engineer	1	480	
4. Engineers	3	300	
6. Miscellaneous			
1. Clerk	1	900	
2. Blacksmith and woodworker	1	540	
3. Laundryman	1	540	
4. Tailor	1	360	

It is hardly necessary to point out how valuable, indeed how indispensable, is information in this form, not only to the person in immediate charge, but particularly to superior administrative officials and to Congress, if adequate consideration is to be given to the problems presented in the administration of the service, in the framing of estimates, in the making of appropriations, and in the enactment of legislation for the conduct of the several divisions and institutions which go to make up the organization of any general service.

In the second place, the policy must be adopted of keeping the outlines constantly revised to date. It was with a view to this that the outlines have been prepared on the loose-leaf plan. As changes take place in personnel or organization, it is a matter of but a few minutes' work to prepare the new sheets to show the changed conditions. These sheets can be made in duplicate, triplicate, or in still greater number, so that copies may be forwarded to the central office of the bureau and department affected and thus enable these offices to keep their records constantly representing actual conditions. The old sheets that are supplanted can be retained, if it is deemed desirable, for record purposes, and on them can be entered the date of the change and such other notations as may be thought of value as indicating the reasons for, or conditions under which, the changes were made. It is not necessary in all cases that changes should be reported daily as they occur to the central offices of the bureau and department. In many cases every purpose will be served if the sheets showing changes are forwarded to such offices once a month.

Finally, the system should provide that there be maintained in the Executive Office of the President, in the office of the Civil Service Commission, and in such other offices as it may be deemed desirable to designate, a complete set of the outline of organization for the entire Government, and to such offices should be forwarded monthly a copy of each sheet which has been changed during the preceding month. The result of this provision will be that each subdivision of the Government will have at all times a sheet or sheets showing its organization and assignment to duty of the personnel; each bureau and each department a record showing the organization and personnel of all divisions and institutions over which it exercises jurisdiction; and the Office of the President and other designated central offices a complete record of the organization of the Government as a whole. Information will thus be available at all times regarding the organization of any particular service or of a subdivision of a service or of the Government as a whole, and as to the number of persons, with their service titles and compensation, that are employed in any such service or division.

Respectfully submitted.

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W. W. WARWICK,
F. J. GOODNOW,
H. S. CHASE,
Commissioners.
M. O. CHANCE,
Secretary.

SUMMARY OUTLINE OF ORGANIZATION OF THE GOVERNMENT OF THE UNITED STATES.

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[1] Reference here is to folio at bottom of pages; subsequent individual indexes refer to folio at top of pages.

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2. Deputy Public Printer	
1. Board of inspection of paper and miscellaneous material	
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1. Appointments	
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1. General accounts	
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6. Cashier and paymaster	
7. Cost computer	
8. Congressional Record clerk	
9. Medical and sanitary officer	

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Government Printing Office.	
2. *Division of public documents.*	
1. Superintendent of documents	
2. Administrative division	
1. Bookkeeping section	
2. Correspondence and filing section	
3. Mailing section	
4. Receiving and shipping section	
5. Reference and compiling section	
6. Stock section	
3. Bibliographical division	
1. Cataloguing section	
2. Check list section	
3. Library section	

	Reference page.
Government Printing Office.	
3. *Division of work.*	
1. Superintendent of work	
2. Administrative division	
1. Estimating section	
2. Jacket-writing section	
3. Departmental and executive office detail	
4. Cutting and packing section	
5. Delivery and stables section	
3. Printing division (foreman of printing)	
1. Copy editing	
2. Proof section	
3. Document section proper	
1. Specifications	
4. Linotype section	
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1. Keyboards	
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10. Library of Congress printing section	
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4. Embossing presses	
5. Web presses	
6. Congressional work	
7. Roller making	
8. Ink room	
5. Binding division (foreman of binding)	
1. Pamphlet-binding section	
1. Congressional work	
2. Machine folding, gathering, and collating	
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4. Map folding	
5. Hand folding	
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1. Ruling	
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4. Machine sewing	
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1. Forwarding	
2. Finishing	
3. Case making	
4. Stamping	
4. Library of Congress binding section	

	Reference page.
Government Printing Office.	
4. *Division of stores.*	
1. Storekeeper	
2. Receiving section	
3. Bindery supplies	
4. Miscellaneous supplies	
5. Storage warehouse	
6. Condemned material	
7. Waste paper stock	
8. Waste paper baling	

	Reference page.
Government Printing Office.	
5. *Division of buildings.*	
1. Superintendent of buildings	
2. Carpenter and paint shop section	
3. Engineer's section	
4. Electrical section	
5. Machine-shop section	
6. Sanitary section	
7. Watch section	

LIBRARY OF CONGRESS

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2. Office of Chief Assistant Librarian	
3. Office of chief clerk	
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15. Copyright office	
3. Buildings and grounds	
1. Office of superintendent	
2. Office of chief engineer	
3. Office of captain of the watch	

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	Reference page.
The judiciary.	
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3. Commerce Court	
4. Court of Claims	
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22. Southern district of Iowa	
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54. District of Oregon	
55. Eastern district of Pennsylvania	
56. Middle district of Pennsylvania	
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3. Second Assistant Secretary	
4. Third Assistant Secretary	
5. Director of the Consular Service	
6. Chief clerk	
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7. Dispatch agents	
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8. Resident diplomatic officers	
9. Solicitor and assistant solicitors	
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11. Consular Bureau	
12. Bureau of Trade Relations	
13. Bureau of Appointments	
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17. Bureau of Rolls and Library	
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1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
3. Naval attaché	
4. Military attaché	
3. Austria-Hungary	
1. Ambassador extraordinary and plenipotentiary	
2. Secretary of embassy	
3. Second secretary of embassy	
4. Naval attaché	
5. Military attaché	
4. Belgium	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
3. Military attaché	
5. Bolivia	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
6. Brazil	
1. Ambassador extraordinary and plenipotentiary	
2. Secretary of embassy	
3. Second secretary of embassy	
4. Naval attaché	
7. Bulgaria	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation and consul general	
8. Chile	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
3. Naval attaché	
4. Military attaché	
9. China	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
3. Chinese secretary	
4. Second secretary of legation	
5. Assistant Chinese secretary	
6. Student interpreter	
7. Student interpreter	
8. Student interpreter	
9. Student interpreter	
10. Student interpreter	
11. Student interpreter	
12. Student interpreter	
13. Student interpreter	
14. Student interpreter	
15. Student interpreter	
16. Naval attaché	
17. Military attaché	
18. Attaché	
19. Attaché	
10. Colombia	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
11. Costa Rica	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	

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2. Secretary of legation	
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4. Military attaché	
13. Denmark	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
14. Dominican Republic	
1. Minister resident and consul general	
2. Secretary of legation	
15. Ecuador	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
3. Military attaché	
16. France	
1. Ambassador extraordinary and plenipotentiary	
2. Secretary of embassy	
3. Second secretary of embassy	
4. Third secretary of embassy	
5. Naval attaché	
6. Military attaché	
17. German Empire	
1. Ambassador extraordinary and plenipotentiary	
2. Secretary of embassy	
3. Second secretary of embassy	
4. Third secretary of embassy	
5. Naval attaché	
6. Military attaché	
18. Great Britain	
1. Ambassador extraordinary and plenipotentiary	
2. Secretary of embassy	
3. Second secretary of embassy	
4. Third secretary of embassy	
5. Naval attaché	
6. Military attaché	
19. Greece	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
20. Guatemala	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
3. Military attaché	
21. Haiti	
1. Envoy extraordinary and minister plenipotentiary	
22. Honduras	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
23. Italy	
1. Ambassador extraordinary and plenipotentiary	
2. Secretary of embassy	
3. Second secretary of embassy	
4. Naval attaché	
5. Military attaché	
24. Japan	
1. Ambassador extraordinary and plenipotentiary	
2. Secretary of embassy	
3. Second secretary of embassy	
4. Japanese secretary and interpreter	

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7. Student interpreter	
8. Student interpreter	
9. Student interpreter	
10. Student interpreter	
11. Naval attaché	
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13. Attaché	
14. Attaché	
15. Attaché	
16. Attaché	
17. Attaché	
18. Attaché	
19. Attaché	
25. Liberia	
1. Minister resident and consul general	
2. Secretary of legation	
3. Military attaché	
26. Luxemburg	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
27. Mexico	
1. Ambassador extraordinary and plenipotentiary	
2. Secretary of embassy	
3. Second secretary of embassy	
4. Third secretary of embassy	
5. Military attaché	
28. Montenegro	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
29. Morocco	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
30. Netherlands	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
31. Nicaragua	
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32. Norway	
1. Envoy extraordinary and minister plenipotentiary	
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3. Military attaché	
33. Panama	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
34. Paraguay	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
3. Military attaché	
35. Persia	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
3. Interpreter	
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1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation and consul general	
39. Russia	
1. Ambassador extraordinary and plenipotentiary	
2. Secretary of embassy	
3. Second secretary of embassy	
4. Third secretary of embassy	
5. Naval attaché	
6. Military attaché	
40. Salvador	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation and consul general	
41. Servia	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation and consul general	
42. Siam	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation and consul general	
3. Interpreter	
43. Spain	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
44. Sweden	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
3. Military attaché	
45. Switzerland	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
46. Turkey	
1. Ambassador extraordinary and plenipotentiary	
2. Secretary of embassy	
3. Second secretary of embassy	
4. Third secretary of embassy	
5. Interpreter	
6. Student interpreter	
7. Student interpreter	
8. Student interpreter	
9. Student interpreter	
10. Student interpreter	
11. Student interpreter	
12. Student interpreter	
47. Egypt	
1. Consular agent and consul general	
48. Uruguay	
1. Envoy extraordinary and minister plenipotentiary	
2. Secretary of legation	
3. Military attaché	
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1. Envoy extraordinary and minister plenipotentiary	
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5. For Europe, excepting European Russia, the Balkan States and Greece	
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1. Abyssinia	
1. Adis Ababa	
1. Consul general	
2. Vice and deputy consul general	
2. Argentine Republic	
1. Buenos Aires	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
4. Consular assistant	
2. Rosario	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Santa Fe	
3. Austria-Hungary	
1. Budapest, Hungary	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
2. Carlsbad, Austria	
1. Consul	
2. Vice and deputy consul	
3. Fiume, Hungary	
1. Consul	
2. Vice and deputy consul	
4. Prague, Austria	
1. Consul	
2. Vice and deputy consul	
5. Reichenberg, Austria	
1. Consul	
2. Vice and deputy consul	
6. Trieste, Austria	
1. Consul	
2. Vice consul	
3. Deputy consul	
7. Vienna, Austria	
1. Consul general	
2. Vice and deputy consul general	
4. Belgium	
1. Antwerp	
1. Consul general	
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3. Deputy consul general	

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4. Liege	
1. Consul	
2. Vice and deputy consul	
5. Brazil	
1. Bahia	
1. Consul	
2. Vice and deputy consul	
2. Para	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
4. Consular agent, Manaos	
5. Consular agent, Maranhao	
3. Pernambuco	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Cerea	
4. Consular agent, Maceio	
5. Consular agent, Natal	
4. Rio de Janeiro	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
4. Deputy consul general	
5. Consular assistant	
6. Consular agent, Victoria	
5. Santos	
1. Consul	
2. Vice consul	
3. Vice and deputy consul	
4. Consular agent, Rio Grande do Sul	
5. Consular agent, São Paulo	
6. Chile	
1. Iquique	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Antofagasta	
4. Consular agent, Arica	
2. Punta Arenas	
1. Consul	
2. Vice and deputy consul	
3. Valparaiso	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Caldera	
4. Consular agent, Coquimbo	
5. Consular agent, Talcahuano	
7. China	
1. Amoy	
1. Consul	
2. Vice and deputy consul	
3. Marshal	
2. Antung	
1. Consul	

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3. Marshal	
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4. Chefoo	
1. Consul	
2. Vice and deputy consul	
3. Marshal	
4. Consular agent, Tsinanfu	
5. Chungking	
1. Consul	
2. Vice and deputy consul	
6. Foochow	
1. Consul	
2. Vice and deputy consul	
3. Marshal	
7. Hankow	
1. Consul general	
2. Vice and deputy consul general	
3. Marshal	
4. Interpreter	
8. Harbin	
1. Consul	
9. Mukden	
1. Consul general	
2. Vice and deputy consul general	
3. Marshal	
10. Nanking	
1. Consul	
2. Vice and deputy consul	
11. Newchwang	
1. Consul	
2. Vice and deputy consul	
3. Marshal	
12. Shanghai	
1. Consul general	
2. Vice and deputy consul general	
3. Vice and deputy consul general	
4. Vice consul general	
5. Deputy consul general	
6. Deputy consul general	
7. Deputy consul general	
8. Marshal	
9. Interpreter	
10. Interpreter	
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13. Swatow	
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2. Vice and deputy consul	
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2. Bogota	
1. Consul general	
2. Vice and deputy consul general	
3. Consular agent, Bucaramanga	
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5. Consular agent, Cucuta	
6. Consular agent, Honda	
3. Cartagena	
1. Consul	
2. Vice and deputy consul	
9. Costa Rica	
1. Port Limon	
1. Consul	
2. Vice and deputy consul	
2. San Jose	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Punta Arenas	
10. Cuba	
1. Cienfuegos	
1. Consul	
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5. Consular agent, Sagua la Grande	
2. Habana	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
4. Consular agent, Cardenas	
5. Consular agent, Matanzas	
6. Consular agent, Nueva Gerona, Isle of Pines	
3. Santiago de Cuba	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Antilla	
4. Consular agent, Baracoa	
5. Consular agent, Manzanillo	
11. Denmark and Dominions	
1. Copenhagen	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
2. St. Thomas, West Indies	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Christiansted, St. Croix Island	
4. Consular agent, Frederichsted, St. Croix Island	
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1. Puerto Plata	
1. Consul	
2. Vice and deputy consul	

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4. Consular agent, Samana	
2. Santo Domingo	
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3. Consular agent, Azua	
4. Consular agent, Macoris	
5. Consular agent, Sanchez	
13. Ecuador	
1. Guayaquil	
1. Consul general	
2. Vice consul general	
3. Consular agent, Bahia de Caraquez	
4. Consular agent, Esmeraldas	
5. Consular agent, Manta	
14. France and Dominions	
1. Algiers, Algeria	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Oran	
2. Bordeaux	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Biarritz	
3. Calais	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Boulogne-sur-Mer	
4. Cognac	
1. Consul	
2. Vice and deputy consul	
5. Goree-Dakar, Senegal	
1. Consul	
6. Grenoble	
1. Consul	
2. Vice and deputy consul	
7. Guadeloupe, West Indies	
1. Consul	
2. Vice and deputy consul	
8. Havre	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Cherbourg	
4. Consular agent, St. Malo	
9. Limoges	
1. Consul	
2. Vice consul	
10. Lyon	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Dijon	
11. Marseille	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
4. Consular agent, Bastia, Corsica	

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6. Consular agent, Toulon	
7. Consular agent, Tunis	
12. Martinique, West Indies	
1. Consul	
2. Vice and deputy consul	
13. Nantes	
1. Consul	
2. Vice consul	
3. Consular agent, Angers	
4. Consular agent, Brest	
14. Nice	
1. Consul	
2. Vice and deputy consul	
15. Paris	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
4. Deputy consul general	
5. Consular assistant	
6. Consular assistant	
16. Rheims	
1. Consul	
2. Vice and deputy consul	
17. Roubaix	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
4. Consular agent, Caudry	
5. Consular agent, Dunkirk	
6. Consular agent, Lille	
18. Rouen	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Amiens	
4. Consular agent, Dieppe	
19. Saigon, Cochin China	
1. Consul	
2. Vice and deputy consul	
3. Vice and deputy consul	
20. St. Etienne	
1. Consul	
2. Vice and deputy consul	
21. St. Pierre, St. Pierre Island	
1. Consul	
2. Vice and deputy consul	
22. Tahiti, Society Islands	
1. Consul	
2. Vice and deputy consul	
23. Tamatave, Madagascar	
1. Consul	
2. Vice consul	
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1. Aix la Chapelle, Prussia	
1. Consul	
2. Vice and deputy consul	

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2. Apia, Samoa	
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2. Vice and deputy consul	
3. Barmen, Prussia	
1. Consul	
2. Vice and deputy consul	
4. Berlin, Prussia	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
4. Deputy consul general	
5. Deputy consul general	
6. Deputy consul general	
7. Consular assistant	
8. Consular assistant	
9. Consular assistant	
10. Consular assistant	
11. Consular agent, Sorau, Prussia	
5. Bremen	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Brake, Oldenburg	
4. Consular agent, Bremerhaven, Bremen	
6. Breslau, Prussia	
1. Consul	
2. Vice consul	
7. Brunswick, Brunswick	
1. Consul	
2. Vice and deputy consul	
8. Chemnitz, Saxony	
1. Consul	
2. Vice and deputy consul	
9. Coburg, Saxe-Coburg-Gotha	
1. Consul general	
2. Vice and deputy consul general	
3. Consular agent, Sonneberg, Saxe-Meiningen	
10. Cologne, Prussia	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
11. Dresden, Saxony	
1. Consul general	
2. Vice consul general	
3. Deputy consul general	
4. Deputy consul general	
12. Erfurt, Prussia	
1. Consul	
2. Vice and deputy consul	
13. Frankfort on the Main, Prussia	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
4. Consular agent, Cassel, Prussia	
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2. Vice and deputy consul general	

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5. Consular agent, Lubeck	
15. Hanover, Prussia	
1. Consul	
2. Vice and deputy consul	
16. Kehl, Baden	
1. Consul	
2. Vice and deputy consul	
17. Leipzig, Saxony	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
4. Consular agent, Gera, Reuss Schleitz	
18. Magdeburg, Prussia	
1. Consul	
2. Vice and deputy consul	
19. Mannheim, Baden	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Neustadt an der Hardt, Bavaria	
20. Munich, Bavaria	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
21. Nuremberg, Bavaria	
1. Consul	
2. Vice and deputy consul	
22. Plauen, Saxony	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Markneukirchen, Saxony	
23. Stettin, Prussia	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Danzig, Prussia	
4. Consular agent, Konigsberg, Prussia	
5. Consular agent, Swinemunde, Prussia	
24. Stuttgart, Wurtemberg	
1. Consul	
2. Vice and deputy consul	
25. Tsingtau, China	
1. Consul	
2. Vice and deputy consul	
3. Interpreter	
16. Great Britain and Dominions	
1. Aden, Arabia	
1. Consul	
2. Vice consul	
3. Consular agent, Hodeida, Turkey	
2. Auckland, New Zealand	
1. Consul general	
2. Vice consul general	
3. Consular agent, Christchurch	
4. Consular agent, Dunedin	
5. Consular agent, Wellington	

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2. Vice and deputy consul	
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4. Consular agent, St. Lucia	
5. St. Vincent	
4. Belfast, Ireland	
1. Consul	
2. Vice consul	
3. Deputy consul	
4. Consular agent, Londonderry	
5. Belize, Honduras	
1. Consul	
2. Vice and deputy consul	
6. Birmingham, England	
1. Consul	
2. Vice consul	
3. Deputy consul	
4. Consular agent, Kidderminster	
5. Consular agent, Redditch	
7. Bombay, India	
1. Consul	
2. Vice and deputy consul	
8. Bradford, England	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
9. Bristol, England	
1. Consul	
2. Vice and deputy consul	
10. Burslem, England	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
11. Calcutta, India	
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3. Consular agent, Chitagong	
12. Calgary, Alberta	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Lethbridge	
13. Campbellton, New Brunswick	
1. Consul	
2. Vice consul	
3. Consular agent, Paspebiac	
14. Cape Town, Cape of Good Hope	
1. Consul general	
2. Vice and deputy consul general	
15. Cardiff, Wales	
1. Consul	
2. Vice and deputy consul	
16. Charlottetown, Prince Edward Island	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Summerside	

	Reference page.
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3. *Consular Service*—Continued.	
4. Consuls general and consuls—Continued.	
16. Great Britain and Dominions—Continued.	
17. Colombo, Ceylon	
1. Consul	
2. Vice and deputy consul	
18. Cork (Queenstown), Ireland	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Limerick	
19. Cornwall, Ontario	
1. Consul	
2. Vice and deputy consul	
20. Dawson, Yukon Territory	
1. Consul	
2. Vice and deputy consul	
21. Dublin, Ireland	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Galway	
22. Dundee, Scotland	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Aberdeen	
23. Dunfermline, Scotland	
1. Consul	
2. Vice consul	
24. Durban, Natal	
1. Consul	
2. Vice and deputy consul	
25. Edinburgh, Scotland	
1. Consul	
2. Vice and deputy consul	
26. Fernie, British Columbia	
1. Consul	
2. Vice consul	
27. Fort Erie, Ontario	
1. Consul	
2. Vice and deputy consul	
28. Georgetown, Guiana	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Cayenne, French Guiana	
4. Consular agent, Paramaribo, Dutch Guiana	
29. Gibraltar, Spain	
1. Consul	
2. Vice and deputy consul	
30. Glasgow, Scotland	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
4. Consular agent, Greenock	
5. Consular agent, Troon	
31. Halifax, Nova Scotia	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
4. Consular agent, Bridgewater	
5. Consular agent, Liverpool	
6. Consular agent, Lunenburg	
7. Consular agent, Pictou	

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3. *Consular Service*—Continued.	
2. Consuls general and consuls—Continued.	
16. Great Britain and Dominions—Continued.	
32. Hamilton, Bermuda	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, St. George	
33. Hamilton, Ontario	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Brantford	
4. Consular agent, Galt	
34. Hobart, Tasmania	
1. Consul	
2. Vice consul	
35. Hongkong, China	
1. Consul general	
2. Vice and deputy consul general	
3. Interpreter	
36. Huddersfield, England	
1. Consul	
2. Vice and deputy consul	
37. Hull, England	
1. Consul	
2. Vice and deputy consul	
38. Johannesburg, Transvaal	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Bloemfontein, Orange River Colony	
39. Karachi, India	
1. Consul	
2. Vice and deputy consul	
40. Kingston, Jamaica	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Montego Bay	
4. Consular agent, Port Morant	
5. Consular agent, St. Anns Bay	
41. Kingston, Ontario	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Trenton	
42. Leeds, England	
1. Consul	
2. Vice and deputy consul	
43. Liverpool, England	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
4. Deputy consul	
5. Consular agent, Holyhead	
6. Consular agent, St. Helens	
44. London, England	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
4. Consular assistant	
5. Consular assistant	
6. Consular agent, Dover	

	Reference page.
Department of State—Continued.	
3. *Consular Service*—Continued.	
2. Consuls general and consuls—Continued.	
16. Great Britain and Dominions—Continued.	
45. Madras, India	
1. Consul	
2. Vice consul	
46. Malta, Maltese Islands	
1. Consul	
2. Vice and deputy consul	
47. Manchester, England	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
48. Melbourne, Australia	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Adelaide	
4. Consular agent, Fremantle, Western Australia	
49. Moncton, New Brunswick	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Newcastle	
4. Consular agent, Parrsboro	
50. Montreal, Quebec	
1. Consul general	
2. Vice and deputy consul general	
3. Consular agent, Hammingford	
4. Consular agent, Huntingdon	
51. Nassau, N. P	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Albert Town	
4. Consular agent, Dunmoretown	
5. Consular agent, Governors Harbor	
6. Consular agent, Matthew Town	
52. Newcastle, New South Wales	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Brisbane, Queensland	
4. Consular agent, Townsville, Queensland	
53. Newcastle-on-Tyne, England	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, West Hartlepool	
54. Niagara Falls, Ontario	
1. Consul	
2. Vice and deputy consul	
55. Nottingham, England	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
4. Consular agent, Derby	
5. Consular agent, Leicester	
56. Orilla, Ontario	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Midland	
4. Consular agent, North Bay, Nipissing	
5. Consular agent, Parry Sound	

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Department of State—Continued.	
3. *Consular Service*—Continued.	
2. Consuls general and consuls—Continued.	
16. Great Britain and Dominions—Continued.	
57. Ottawa, Ontario	
1. Consul general	
2. Vice and deputy consul general	
3. Consular agent, Arnprior	
58. Owen Sound, Ontario	
1. Consul	
2. Vice and deputy consul	
59. Plymouth, England	
1. Consul	
2. Vice and deputy consul	
60. Port Antonio, Jamaica	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Port Maria	
61. Port Elizabeth, Cape of Good Hope	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, East London	
62. Port Louis, Mauritius	
1. Consul	
2. Vice consul	
63. Prescott, Ontario	
1. Consul	
2. Vice and deputy consul	
64. Quebec, Quebec	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
4. Consular agent, Victoriaville	
65. Rangoon, India	
1. Consul	
2. Vice and deputy consul	
66. Rimouski, Quebec	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Cabana	
4. Consular agent, Edmondston	
67. St. John, New Brunswick	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Fredericton	
68. St. Johns, Newfoundland	
1. Consul	
2. Vice consul	
69. St. Johns, Quebec	
1. Consul	
2. Vice and deputy consul	
70. St. Stephen, New Brunswick	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Campobello Island	
71. Sandakan, British North Borneo	
1. Consul	
2. Vice consul	
72. Sarnia, Ontario	
1. Consul	
2. Vice and deputy consul	

	Reference page.
Department of State—Continued.	
3. *Consular Service*—Continued.	
2. Consuls general and consuls—Continued.	
16. Great Britain and Dominions—Continued.	
73. Sault Ste. Marie, Ontario	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Sunbury	
74. Sheffield, England	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
75. Sherbrooke, Quebec	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Beebe Junction	
4. Consular agent, Cookshire	
5. Consular agent, Megantic	
6. Consular agent, Waterloo	
76. Sierra Leone, West Africa	
1. Consul	
2. Vice and deputy consul	
77. Singapore, Straits Settlement	
1. Consul general	
2. Vice and deputy consul general	
3. Consular agent, Penang	
78. Southampton, England	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Jersey	
4. Consular agent, Weymouth	
79. Suva, Fiji Islands	
1. Consul	
80. Swansea, Wales	
1. Consul	
2. Vice and deputy consul	
81. Sydney, Australia	
1. Consul general	
2. Vice and deputy consul general	
82. Sydney, Nova Scotia	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Canso	
4. Consular agent, Louisburg	
5. Consular agent, Port Hawkebury	
83. Toronto, Ontario	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Peterborough	
84. Trinidad, West Indies	
1. Consul	
2. Vice consul	
3. Consular agent, Brighton, Island of Trinidad	
4. Consular agent, Grenada	
85. Turks Island, West Indies	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Cockburn Harbor	
4. Consular agent, Salt Cay	

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Department of State—Continued.	
3. *Consular Service*—Continued.	
2. Consuls general and consuls—Continued.	
16. Great Britain and Dominions—Continued.	
86. Vancouver, British Columbia	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
4. Consular assistant	
5. Consular agent, Nelson	
6. Consular agent, White Horse, Yukon Territory	
87. Victoria, British Columbia	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Cumberland	
4. Consular agent, Nanaimo	
88. Windsor, Ontario	
1. Consul	
2. Vice and deputy consul	
89. Winnipeg, Manitoba	
1. Consul general	
2. Vice and deputy consul general	
3. Consular agent, Fort William, Ontario	
4. Consular agent, Kenora, Ontario	
90. Yarmouth, Nova Scotia	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Annapolis Royal	
4. Consular agent, Barrington Passage	
5. Digby	
17. Greece	
1. Athens	
1. Consul general	
2. Vice consul general	
3. Deputy consul general	
2. Patras	
1. Consul	
2. Vice consul	
3. Consular agent, Corfu	
18. Guatemala	
1. Guatemala	
1. Consul general	
2. Vice and deputy consul general	
3. Consular agent, Champerico	
4. Consular agent, Livingston	
5. San Jose de Guatemala	
19. Haiti	
1. Cape Haitien	
1. Consul	
2. Vice consul	
3. Consular agent, Goniaves	
4. Consular agent, Port de Paix	
2. Port au Prince	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Aux Cayes	
4. Consular agent, Jacmel	
5. Consular agent, Jeremie	
6. Consular agent, Petit Goave	

	Reference page.
Department of State—Continued.	
3. *Consular Service*—Continued.	
2. Consuls general and consuls—Continued.	
20. Honduras	
1. Ceiba	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Bonacca	
4. Consular agent, Roatan	
5. Consular agent, Tela	
6. Consular agent, Truxille	
2. Puerto Cortes	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, San Pedro Sula	
3. Tegucigalpa	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Amapala	
4. Consular agent, San Juancito	
21. Italy	
1. Catania	
1. Consul	
2. Vice and deputy consul	
2. Florence	
1. Consul	
2. Vice and deputy consul	
3. Genoa	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
4. Consular assistant	
4. Leghorn	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Carrara	
5. Milan	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
4. Consular assistant	
6. Naples	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
4. Consular assistant	
5. Consular agent, Bari	
6. Consular agent, Carpi	
7. Palermo	
1. Consul	
2. Vice and deputy consul	
8. Rome	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
4. Consular assistant	
9. Turin	
1. Consul	
2. Vice and deputy consul	
10. Venice	
1. Consul	
2. Vice and deputy consul	

	Reference page.
artment of State—Continued.	
3. *Consular Service*—Continued.	
2. Consuls general and consuls—Continued.	
22. Japan	
1. Dalny, Manchuria	
1. Consul	
2. Vice and deputy consul	
3. Student interpreter	
2. Kobe	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
4. Interpreter	
5. Consular agent, Yakhaichi	
3. Nagasaki	
1. Consul	
2. Vice and deputy consul	
3. Interpreter	
4. Seoul, Korea	
1. Consul general	
2. Vice and deputy consul general	
3. Interpreter	
5. Tamsui, Formosa	
1. Consul	
2. Vice and deputy consul	
6. Yokohama	
1. Consul general	
2. Vice and deputy consul general	
3. Vice and deputy consul general	
4. Deputy consul general	
5. Consular assistant	
6. Interpreter	
7. Consular agent, Hakodate	
23. Kongo	
1. Boma	
1. Consul general	
2. Vice and deputy consul general	
3. Consular assistant	
24. Liberia	
1. Monrovia	
1. Consul general	
2. Vice consul general	
25. Mexico	
1. Acapulco, Guerrero	
1. Consul	
2. Vice and deputy consul	
2. Aguascalientes, Aguascalientes	
1. Consul	
2. Vice and deputy consul	
3. Chihuahua, Chihuahua	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Parral	
4. Ciudad Juarez, Chihuahua	
1. Consul	
2. Vice and deputy consul	
5. Ciudad Porfirio Diaz, Coahuila	
1. Consul	
2. Vice and deputy consul	
6. Durango, Durango	
1. Consul	
2. Vice and deputy consul	

	Reference page.
Department of State—Continued.	
3. *Consular Service*—Continued.	
2. Consuls general and consuls—Continued.	
25. Mexico—Continued.	
6. Durango, Durango—Continued.	
3. Consular agent, Topia	
4. Consular agent, Torreon	
7. Ensenada, Lower California	
1. Consul	
2. Vice and deputy consul	
8. Frontera, Tabasco	
1. Consul	
2. Vice and deputy consul	
9. Guadalajara, Jalisco	
1. Consul	
2. Vice and deputy consul	
10. Hermosillo, Sonora	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Alamos	
4. Consular agent, Guaymas	
11. La Paz, Lower California	
1. Consul	
2. Vice consul	
12. Manzanillo, Colima	
1. Consul	
2. Vice and deputy consul	
13. Matamoros, Tamaulipas	
1. Consul	
2. Vice and deputy consul	
14. Mazatlan, Sinaloa	
1. Consul	
2. Vice and deputy consul	
15. Mexico, Mexico	
1. Consul general	
2. Vice and deputy consul general	
3. Consular agent, Guanajuato	
4. Consular agent, Oaxaca	
5. Consular agent, Puebla	
16. Monterey, Nuevo Leon	
1. Consul general	
2. Vice and deputy consul general	
17. Nogales, Sonora	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Cananea	
18. Nuebo Laredo, Tamaulipas	
1. Consul	
2. Vice and deputy consul	
19. Progreso, Yucatan	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Campeche	
4. Consular agent, Laguna de Terminos	
20. Salina Cruz, Oxaca	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Puerto Mexico	
21. Saltillo, Coahuila	
1. Consul	
2. Vice and deputy consul	

	Reference page.
Department of State—Continued.	
3. *Consular Service*—Continued.	
2. Consuls general and consuls—Continued.	
25. Mexico—Continued.	
22. San Luis Potosi, San Luis Potosi	
1. Consul	
2. Vice and deputy consul	
23. Tampico, Tamaulipas	
1. Consul	
2. Vice and deputy consul	
24. Tapachula, Chiapas	
1. Consul	
2. Vice and deputy consul	
25. Vera Cruz, Vera Cruz	
1. Consul	
2. Vice and deputy consul	
26. Morocco	
1. Tangier	
1. Consul general	
2. Vice and deputy consul general	
3. Interpreter	
4. Consular agent, Casa Blanca	
5. Consular agent, Mogador	
27. Netherlands and Dominions	
1. Amsterdam	
1. Consul	
2. Vice and deputy consul	
2. Batavia, Java	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Macasser, Celebes	
4. Consular agent, Padang, Sumatra	
5. Consular agent, Samarang	
6. Consular agent, Soerabaya	
3. Curaçao, West Indies	
1. Consul	
2. Vice consul	
3. Consular agent, Bonaire	
4. Rotterdam	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
4. Deputy consul general	
5. Consular agent, Flushing	
6. Consular agent, Luxemburg, Luxemburg	
7. Consular agent, Scheveningen	
28. Nicaragua	
1. Bluefields	
1. Consul	
2. Vice consul	
2. Cape Gracias a Dios	
1. Consul	
2. Vice consul	
3. Corinto	
1. Consul	
2. Vice and deputy consul	
4. Managua	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Matagalpa	
4. Consular agent, San Juan del Sur	

	Reference page.
Department of State—Continued.	
3. *Consular Service*—Continued.	
2. Consuls general and consuls—Continued.	
29. Norway	
1. Bergen	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
2. Christiania	
1. Consul general	
2. Vice and deputy consul general	
3. Consular agent, Christiansand	
4. Consular agent, Trondhjem	
3. Stavanger	
1. Consul	
2. Vice and deputy consul	
30. Oman	
1. Maskat	
1. Consul	
2. Vice and deputy consul	
31. Panama	
1. Colon	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Bocas del Toro	
2. Panama	
1. Consul general	
2. Vice and deputy consul general	
3. Consular agent, Santiago	
32. Paraguay	
1. Asuncion	
1. Consul	
2. Vice consul	
33. Persia	
1. Tabriz	
1. Consul	
2. Consular agent, Teheran	
34. Peru	
1. Callao	
1. Consul general	
2. Vice and deputy consul general	
3. Consular assistant	
4. Consular agent, Cerro de Pasco	
5. Consular agent, Mollendo	
6. Consular agent, Paita	
7. Consular agent, Salaverry	
2. Iquitos	
1. Consul	
2. Vice consul	
35. Portugal and Dominions	
1. Lisbon	
1. Consul General	
2. Vice and deputy consul general	
3. Consular agent, Funchal, Madeira	
4. Consular agent, Oporto	
5. Consular agent, St. Vincent, Cape Verde Islands	
2. Lourenco Marquez, East Africa	
1. Consul	
2. Vice and deputy consul	
3. St. Michael's, Azores	
1. Consul	
2. Vice and deputy consul	

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3. *Consular Service*—Continued.	
2. Consuls general and consuls—Continued.	
35. Portugal and Dominions—Continued.	
3. St. Michael's, Azores—Continued.	
3. Consular agent, Fayal	
4. Consular agent, Terceira	
36. Roumania	
1. Bucharest	
1. Consul general	
2. Vice and deputy consul general	
37. Russia	
1. Batum	
1. Consul	
2. Vice consul	
2. Moscow	
1. Consul general	
2. Vice and deputy consul general	
3. Consular agent	
3. Odessa	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Rostoff-on-Don	
4. Riga	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Libau	
5. St. Petersburg	
1. Consul	
2. Vice and deputy consul	
3. Consular agent, Helsingfors, Finland	
4. Consular agent, Revel	
6. Vladivostok, Siberia	
1. Consul	
2. Vice and deputy consul	
3. Interpreter	
7. Warsaw	
1. Consul	
2. Vice and deputy consul	
38. Salvador	
1. San Salvador	
1. Consul general	
2. Vice and deputy consul general	
39. Servia	
1. Belgrade	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
40. Siam	
1. Bangkok	
1. Consul general	
2. Vice and deputy consul general	
41. Spain and Dominions	
1. Barcelona	
1. Consul general	
2. Vice and deputy consul gener.	
3. Consular agent	
4. Consular agent	
2. Jerez de la Frontera	
1. Consul	
2. Vice and deputy consul	

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Department of State—Continued.	
3. *Consular Service*—Continued.	
2. Consuls general and consuls—Continued.	
41. Spain and Dominions—Continued.	
3 Madrid	
1. Consul	
2. Vice and deputy consul	
3. Consular agent	
4. Consular agent	
4. Malaga	
1. Consul	
2. Vice consul	
3. Deputy consul	
4. Consular agent	
5. Seville	
1. Consul	
2. Vice and deputy consul	
3. Consular agent	
4. Consular agent	
6. Teneriffe, Canary Islands	
1. Consul	
2. Vice and deputy consul	
3. Consular agent	
7. Valencia	
1. Consul	
2. Vice and deputy consul	
3. Consular agent	
4. Consular agent	
42. Sweden	
1. Gothenburg	
1. Consul	
2. Vice and deputy consul	
3. Consular agent	
2. Stockholm	
1. Consul general	
2. Vice consul general	
3. Deputy consul general	
4. Consular agent	
43. Switzerland	
1. Basel	
1. Consul	
2. Vice and deputy consul	
2. Berne	
1. Consul	
2. Vice and deputy consul	
3. Geneva	
1. Consul	
2. Vice and deputy consul	
3. Consular agent	
4. St. Gall	
1. Consul	
2. Vice and deputy consul	
5. Zurich	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
4. Consular agent	
44. Turkey and Dominions	
1. Aleppo, Syria	
1. Consul	
2. Vice and deputy consul	
3. Consular agent	

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rtment of State—Continued.	
. *Consular Service*—Continued.	
2. Consuls general and consuls—Continued.	
44. Turkey and Dominions—Continued.	
2. Alexandria, Egypt	
1. Consul	
2. Vice and deputy consul	
3. Bagdad	
1. Consul	
2. Vice and deputy consul	
3. Consular agent	
4. Beirut, Syria	
1. Consul general	
2. Vice and deputy consul general	
3. Consular agent	
4. Consular agent	
5. Consular agent	
5. Cairo, Egypt	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
4. Student interpreter	
5. Consular agent	
6. Consular agent	
7. Consular agent	
6. Constantinople	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
4. Marshal	
5. Interpreter	
6. Interpreter	
7. Interpreter	
8. Consular agent	
7. Harput	
1. Consul	
2. Vice and deputy consul	
8. Jerusalem	
1. Consul	
2. Vice and deputy consul	
3. Deputy consul	
4. Student interpreter	
5. Consular agent	
9. Mersina	
1. Consul	
2. Vice and deputy consul	
10. Saloniki	
1. Consul	
2. Vice and deputy consul	
3. Student interpreter	
11. Sivas	
1. Consul	
2. Interpreter	
12. Smyrna	
1. Consul general	
2. Vice and deputy consul general	
3. Deputy consul general	
4. Interpreter	
5. Consular assistant	
13. Trebizond	
1. Consul	
2. Vice consul	

	Reference page
Department of State—Continued.	
3. *Consular Service*—Continued.	
2. Consuls general and consuls—Continued.	
44. Turkey and Dominions—Continued.	
13. Trebizond—Continued.	
3. Interpreter	
4. Consular agent	
14. Tripoli-in-Barbary, North Africa	
1. Consul	
2. Vice and deputy consul	
45. Uruguay	
1. Montevideo	
1. Consul	
2. Vice and deputy consul	
46. Venezuela	
1. La Guaira	
1. Consul	
2. Vice and deputy consul	
3. Consular agent	
4. Consular agent	
5. Consular agent	
6. Consular agent	
2. Maracaibo	
1. Consul	
2. Vice and deputy consul	
3. Consular agent	
3. Puerto Cabello	
1. Consul	
2. Vice and deputy consul	
47. Zanzibar	
1. Zanzibar	
1. Consul	
2. Vice and deputy consul	

	Reference page.
Department of State.	
4. *Miscellaneous.*	
1. International Joint Commission, United States and Canada, for adjustment of Boundary Water Questions. (Appointed under art. 7 of treaty between the United States and Great Britain, signed Jan. 11, 1909, appropriated for in sundry civil act of June 25, 1910)	
2. International (Water) Boundary Commissions, United States and Mexico. (Appointed under convention signed Mar. 1, 1889. Appropriated for in diplomatic and consular act of Mar. 3, 1911)	
3. Colorado River Improvements, commission to confer with Mexican Commission on proposed improvements. (Appropriation authorized in joint resolution of June 25, 1910)	
4. Rio Grande River Commission. (Authorized under treaties of 1884, 1889, and 1905. Appropriated for in diplomatic and consular appropriation act of Mar. 3, 1911)	
5. Arbitration of the Chamizal Case between the United States and Mexico. (Authorized under the convention with Mexico signed June 24, 1910. Appropriated for in the diplomatic and consular appropriation act of Mar. 3, 1911)	
6. Joint Opium Conference at The Hague. (American Commission appropriated for in sundry civil act of May 27, 1908. Appropriated for in deficiency act of June 25, 1910)	
7. Investigation of Claims of Americans in Samoa. (Agent provided for in act of June 23, 1910. Appropriated for in the diplomatic and consular appropriation act of Mar. 3, 1911)	
8. Perry's Victory Centennial Commission and erection of Perry Memorial. (Authorized and appropriated for by act of Mar. 3, 1911)	
9. International Exposition of Industry and Labor, Turin, 1911. (Provided for in the diplomatic and consular act of May 6, 1910)	
10. International Exposition of Art and History, Rome, 1911. (Provided for in the diplomatic and consular act of May 6, 1910)	
11. Pan American Committee, to carry into effect the resolutions of the Pan American Conferences. (Provided for in a resolution adopted at the Third International Conference of American States, 1906)	
12. Alaskan Boundary Delimitation Commission. (Appointed after the award of the Alaskan Boundary Tribunal. Appropriated for in the diplomatic and consular act of Mar. 3, 1911)	
13. Canadian Boundary Delimitation Commission. (Authorized by treaty of Apr. 11, 1908. Appropriated for in the diplomatic and consular act of Mar. 3, 1911)	
14. International Fisheries Commission, United States and Canada. (Authorized by treaty of Apr. 11, 1908. Appropriated for in the diplomatic and consular act of Mar. 3, 1911)	
15. St. John River Joint Commission. (Appropriated for in the diplomatic and consular act of June 15, 1906, and deficiency act of Mar. 4, 1911)	
16. International Waterways Commission (formerly Lake Levels Commission, provided for in act of June 13, 1902.) (Continued by authority of art. 4 of treaty of 1908 with Great Britain. Appropriated for in sundry civil act of Mar. 4, 1911)	
17. United States Court for China	
18. Pan American Union	
19. International Agricultural Institute, Rome, Italy	
20. International Exposition, Tokyo, Japan	
21. International Bureau of Weights and Measures	
22. International Bureau for Publication of Customs Tariffs, Brussels.	
23. International Bureau at Brussels for Repression of the African Slave Trade	

	Reference page.
Department of State—Continued.	
4. *Miscellaneous*—Continued.	
24. International Geodetic Association for the Measurement of the Earth	
25. International Bureau of the Permanent Court of Arbitration, The Hague	
26. International Sanitary Bureau	
27. International Office of Public Health	
28. International Congress of Hygiene and Demography	
29. International Congress for Alcoholism at The Hague, Holland	
30. International Prison Commission	
31. International Railway Congress	
32. International Seismological Association	
33. Bureau of the Interparliamentary Union for the Promotion of International Arbitration	

THE DEPARTMENT OF THE TREASURY

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1. Office proper of the Secretary	
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1. Customs Service	6
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[1] The Division of Appointments is deemed to be subordinate to the other two Assistant Secretaries in respect to matters pertaining to work under their jurisdiction.

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1. Secretary.	
2. *Division of Special Agents* (*Customs Service*).	
1. General administration	
1. Office proper of supervising special agent	
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2. Division of Special Agents (Customs Service).	
2. *Field Service* (*United States*).	
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2. District No. 2, headquarters, New York, N. Y	
3. District No. 3, headquarters, Burlington, Va	
4. District No. 4, headquarters, Buffalo, N. Y	
5. District No. 5, headquarters, Philadelphia, Pa	
6. District No. 6, headquarters, Baltimore, Md	
7. District No. 7, headquarters, Savannah, Ga	
8. District No. 8, headquarters, Tampa, Fla	
9. District No. 9, headquarters, New Orleans, La	
10. District No. 10, headquarters, Galveston, Tex	
11. District No. 11, headquarters, El Paso, Tex	
12. District No. 12, headquarters, Cincinnati, Ohio	
13. District No. 13, headquarters, St. Louis, Mo	
14. District No. 14, headquarters, Chicago, Ill	
15. District No. 15, headquarters, Detroit, Mich	
16. District No. 16, headquarters, St. Paul, Minn	
17. District No. 17, headquarters, San Francisco, Cal	
18. District No. 18, headquarters, Seattle, Wash	
19. District No. 19, headquarters, Portland, Me	
20. District No. 20, headquarters, Denver, Colo	
21. District No. 21, headquarters, Great Falls, Mont	

NOTE.—For territorial limits of districts, see Departmental Circular No. 15, Division of Special Agents, Mar. 1, 1907. These territories are subject to change.

	Reference page.
Department of the Treasury.	
1. Secretary.	
2. Division of Special Agents.	
2. Field Service (United States).	
1. *District No. 1, Headquarters, Boston, Mass.*	
1. Special agent in charge.....	
1. Special agent.....	
2. Customs agent.....	
3. Special inspector of customs.....	

MEMORANDUM.—The same classification of employees, (1) special agents, (2) customs agents, (3) special inspectors, prevails in each of the remaining 20 field-service districts.

	Reference page.
Department of the Treasury. 1. Secretary. 2. Division of Special Agents. 3. *Field Service (foreign).* 1. Confidential agents (No. —).....	

NOTE.—The work of the confidential agents in foreign fields is prosecuted through 6 districts, the boundaries and headquarters of which are changed from time to time as the requirements of the service suggest. The number of agents employed and their operations are subject to the pleasure of the Secretary. The organization and operations of the service for obvious reasons are not made public.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. *Customs Service.*	
1. Division of customs	7
2. Collection of customs (customs districts)	8

NOTE 1.—For third unit of the Customs Service, see Division of Special Agents. This division was taken from the jurisdiction of the Assistant Secretary by order of the Secretary of the Treasury, dated Nov. 28, 1910. It is now under the immediate jurisdiction of the Secretary of the Treasury (infra p. 3).

NOTE 2.—The outline of the Customs Service (proper) does not include the group charged with administrative review of customs expenditures, and personnel (Division of Appointments, Department of the Treasury) or the examination of customs entries (liquidation section of the Auditor of the Department of the Treasury).

NOTE 3.—All collectors of customs repor tto the Secretary of Commerce and Labor in relation to marine, navigation, and statistical matters.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
1. *Division of Customs.*	
1. Administrative and supervisory	
1. Office proper of chief of division	
2. Office proper of assistant chief of division	
2. Law section	
1. Law clerks	
2. Clerks	
3. Mails and files	
1. Clerk in charge	
1. Clerks	
4. Stenographic section	
1. Clerks	
5. Miscellaneous and general	
1. Clerks	
6. Messenger service	
1. Messengers	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. *Collection of customs* (*customs districts*).	
1. Mobile (Ala.)	9
2. Alaska (Alaska)	10
3. Arizona (Ariz.)	11
4. Humboldt (Cal.)	12
5. Los Angeles (Cal.)	13
6. San Diego (Cal.)	14
7. San Francisco (Cal.)	15
8. Ports of delivery (Colo.)	16
9. Bridgeport (Conn.)	17
10. Hartford (Conn.)	18
11. New Haven (Conn.)	19
12. New London (Conn.)	20
13. Stonington (Conn.)	21
14. Delaware (Del.)	22
15. Georgetown (D. C.)	23
16. Apalachicola (Fla.)	24
17. Fernandina (Fla.)	25
18. Jacksonville (Fla.)	26
19. Key West (Fla.)	27
20. Pensacola (Fla.)	28
21. St. Augustine (Fla.)	29
22. St. Marks (Fla.)	30
23. Tampa (Fla.)	31
24. Brunswick (Ga.)	32
25. St. Marys (Ga.)	33
26. Savannah (Ga.)	34
27. Port of delivery—Atlanta (Ga.)	35
28. Hawaii (Hawaii)	36
29. Porto Rico (P. R.)	37
30. Chicago (Ind. and Ill.)	38
31. Port of delivery—Indianapolis (Ind.)	39
32. Port of delivery—Des Moines (Iowa)	40
33. New Orleans (La.)	41
34. Teche (La.)	42
35. Aroostook (Me.)	43
36. Bangor (Me.)	44
37. Bath (Me.)	45
38. Belfast (Me.)	46
39. Castine (Me.)	47
40. Frenchmans Bay (Me.)	48
41. Kennebunk (Me.)	49
42. Machias (Me.)	50
43. Passamaquoddy (Me.)	51
44. Portland and Falmouth (Me.)	52
45. Saco (Me.)	53
46. Waldoboro (Me.)	54
47. Wiscasset (Me.)	55
48. York (Me.)	56
49. Baltimore (Md.)	57
50. Annapolis (Md.)	58
51. Easton (Md.)	59
52. Boston and Charlestown (Mass.)	60
53. Newburyport, (Mass.)	61
54. Barnstable (Mass.)	62
55. Edgartown (Mass.)	63
56. Fall River (Mass.)	64
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1. Customs Service—Continued.	
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59. Nantucket (Mass.)	67
60. New Bedford (Mass.)	68
61. Plymouth (Mass.)	69
62. Salem and Beverly (Mass.)	70
63. Detroit (Mich.)	71
64. Huron (Mich.)	72
65. Michigan (Mich.)	73
66. Superior (Mich.)	74
67. Port of delivery—Grand Rapids (Mich.)	75
68. Duluth (Minn.)	76
69. Minnesota (Minn.)	77
70. Natchez (Miss.)	78
71. Pearl River (Miss.)	79
72. Vicksburg (Miss.)	80
73. Montana and Idaho (Mont. and Idaho)	81
74. Portsmouth (N. H.)	82
75. Bridgeton (N. J.)	83
76. Burlington (N. J.)	84
77. Great Egg Harbor (N. J.)	85
78. Little Egg Harbor (N. J.)	86
79. Newark (N. J.)	87
80. Perth Amboy (N. J.)	88
81. Buffalo Creek (N. Y.)	89
82. Cape Vincent (N. Y.)	90
83. Champlain (N. Y.)	91
84. City of New York (N. Y.)	92
85. Dunkirk (N. Y.)	93
86. Genesee (N. Y.)	94
87. Niagara (N. Y.)	95
88. Oswegatchie (N. Y.)	96
89. Oswego (N. Y.)	97
90. Port of delivery—Syracuse (N. Y.)	98
91. Sag Harbor (N. Y.)	99
92. Albemarle (N. C.)	100
93. Beaufort (N. C.)	101
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97. Cuyahoga (Ohio)	105
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100. Port of delivery—Columbus (Ohio)	108
101. Astoria (Oreg. and Wash.)	109
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104. Puget Sound (Oreg. and Wash.)	112
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106. Philadelphia (Pa.)	114
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109. Bristol and Warren (R. I.)	117
110. Newport (R. I.)	118
111. Providence (R. I.)	119
112. Beaufort (S. C.)	120
113. Charleston (S. C.)	121
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127. Newport News (Va.)	135
128. Norfolk and Portsmouth (Va.)	136
129. Petersburg (Va.)	137
130. Richmond (Va.)	138
131. Tappahannock (Va.)	139
132. Milwaukee (Wis.)	140

	Reference page.
1. **Department of the Treasury.**	
2. **Assistant Secretary.**	
1. Customs Service.	
2. Collection of customs (customs districts).	
1. *Mobile, district of (Ala.)*.	
1. Collector in charge	
1. Port of entry, Mobile	
1. Administrative group	
1. Office proper of collector	
2. Special deputy collector and inspector	
1. Cashier	
2. Clerk and stenographer	
3. Clerk	
2. Inspectors' division	
1. Inspector (acting chief)	
1. Inspectors	
2. Inspectors and clerks	
3. Night inspector	
3. Stations	
1. Fort Morgan	
1. Inspector (boarding)	
2. Fort Morgan Quarantine	
1. Boatmen [1]	
4. Subport (of entry)	
1. Birmingham	
1. Deputy collector and inspector	
5. Port of delivery	
1. Montgomery [2]	

[1] Per diem when employed (i. e., navigable season).
[2] No officers stationed here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
2. *Alaska, District of.*	
1. Collector in charge	
1. Port of entry, Juneau	
1. Administrative group	
1. Office proper of collector	
2. Special deputy collector	
1. Stenographer and typewriter	
2. Deputy collectors and inspectors (2).	
2. Subports (of entry)	
1. Cordova	
1. Deputy collector and inspector	
1. Deputy collector and inspector[1].	
2. Eagle	
1. Deputy collector and inspector	
1. Deputy collector and inspector.	
3. Ketchikan	
1. Deputy collector and inspector	
1. Deputy collectors and inspectors (2)[1]	
4. Nome	
1. Deputy collector and inspector	
1. Deputy collector and inspector.	
5. St. Michael	
1. Deputy collector and inspector	
1. Deputy collector and inspector[1].	
6. Skagway	
1. Deputy collector and inspector	
1. Deputy collectors and inspectors (2)[1]	
7. Sulzer	
1. Deputy collector and inspector	
8. Unalaska	
1. Deputy collector and inspector	
9. Valdez	
1. Deputy collector and inspector[1]	
1. Inspector[1]	
10. Wrangel	
1. Deputy collector and inspector	
1. Inspector	
2. Station	
1. Forty Mile	
1. Deputy collector and inspector	

[1] Per diem when employed.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
3. *Arizona, district of.*	
1. Collector in charge	
1. Port of entry—Nogales	
1. Administrative group	
1. Office proper of collector	
2. Special deputy collector	
1. Deputy collector and clerk	
2. Cashier	
3. Clerk	
4. Janitor	
2. Inspectors' division	
1. Deputy collector and inspector	
1. Inspectors (3)	
2. Watchmen, inspectors (3) [1]	
3. Inspectress [1]	
2. Mounted inspectors (2)	
3. Subports (of entry)	
1. Douglas	
1. Deputy collector	
1. Clerk and inspector	
2. Watchman and inspector [1]	
3. Mounted inspectors (2) [1]	
2. Naco	
1. Deputy collector	
1. Clerk and inspector	
2. Mounted inspectors (2) [1]	
4. Stations	
1. Arivaca	
1. Mounted inspectors (2) [1]	
2. Lochiel	
1. Deputy collector and inspector [1]	
1. Mounted inspectors (2) [1]	
3. Tucson	
1. Mounted inspector [1]	
4. Yuma	
1. Deputy collector and inspector [1]	
1. Mounted inspector [1]	

[1] Per diem when employed.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
4. *Humboldt, district of (Cal.).*	
1. Collector in charge	
1. Port of entry—Eureka	
1. Administrative group	
1. Office proper of collector	
2. Deputy collector	
3. Inspector	
2. Port of delivery	
1. Crescent city	
1. Inspector	
3. Station	
1. Trinidad	
1. Inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
5. *Los Angeles, district of (Cal.).*	
1. Collector in charge	
1. Port of entry—Los Angeles	
1. General administration	
1. Office proper of collector	
2. Special deputy collector	
2. Main office	
1. Marine department	
1. Deputy collector	
2. Department of entries, collections, and disbursements	
1. Confidential clerk	
1. Deputy collectors (2)	
2. Clerks (2)	
3. Messenger	
3. Department of liquidation and correspondence	
1. Special deputy collector	
1. Clerks (2)	
2. Stenographer	
4. Warehouse department	
1. Deputy collector	
1. Storekeepers (2)	
3. Inspector's division	
1. Deputy collector	
1. Inspectors (5)	
2. Night inspector	
4. Appraising office	
1. Chief examiner	
1. Examiners (2)	
2. Weigher and gauger	
3. Assistant weigher and gauger	
4. Clerk	
5. Sampler	
6. Opener and packer	
5. Subports (of entry)	
1. Redondo Beach	
1. Deputy collector and clerk	
1. Inspector	
2. San Pedro	
1. Deputy collector and clerk	
1. Inspectors (2)	
3. Santa Barbara	
1. Deputy collector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
6. *San Diego, district of (Cal.).*	
1. Collector in charge	
1. Port of entry—San Diego	
1. Administrative group	
1. Office proper of collector	
2. Special deputy collector and inspector	
1. Statistician	
2. Clerk	
2. Inspector's division	
1. Boarding inspector	
1. Inspectors (2)	
2. Watchman	
3. Boatmen	
3. Stations	
1. Algadones	
1. Deputy collector and inspector	
2. Calexico	
1. Deputy collector and inspector	
1. Inspector	
2. Mounted inspector	
3. Tia Juana	
1. Deputy collector and inspector	
1. Inspectors (2)	
2. Inspectress	
4. Campo	
1. Deputy collector and inspector	
5. Potrero	
1. Mounted inspector	
6. On railroads (east and west of Alexico)	
1. Deputy collectors and inspectors (2)	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
7. *San Francisco, district of (Cal.).*	
1. Collector in charge	
1. Port of entry—San Francisco	
1. General administration	
1. Office proper of collector	
2. Surveyor	
3. Naval officer	
4. Appraiser	
2. Collector's office	
1. Division No. 1 (entrance and clearance of vessels)	
1. Deputy collector	
1. Clerks	
2. Division No. 2 (warehouses, etc.)	
1. Special deputy collector	
1. Clerks	
2. Storekeepers	
3. Division No. 3 (correspondence)	
1. Chief clerk	
1. Clerks	
4. Division No. 4 (auditing, etc.)	
1. Auditor of customs	
1. Clerks	
5. Division No. 5 (adjustment)	
1. Adjuster of duties	
6. Division No. 6 (cash, etc.)	
1. Cashier	
7. Division No. 7 (customs bureau with post office)	
1. Clerk (in charge)	
1. Clerks	
8. Division No. 8 (arrival of passengers, etc.)	
1. Chief boarding officer	
1. Officers	
3. Surveyor's office	
1. Office proper of surveyor	
1. Deputy surveyor	
2. Clerks (3)	
3. Clerk and stenographer	
2. Gauger's office	
1. Customs gauger	
3. Weigher's section	
1. United States weigher	
1. Assistant weighers	
2. Laborers	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
7. *San Francisco, district of* (*Cal.*)—Continued.	
1. Collector in charge—Continued.	
1. Port of entry—San Francisco—Continued.	
3. Surveyor's office—Continued.	
4. Inspector's division	
1. Deputy surveyor	
1. Section No. 1 (of water front)	
1. District inspector	
1. Inspectors	
2. Section No. 2 (of water front)	
1. District inspector	
1. Inspectors	
3. Section No. 3 (of water front)	
1. District inspector	
1. Inspectors	
4. Section No. 4 (of water front)	
1. District inspector	
1. Inspectors	
5. Section No. 5 (of water front)	
1. District inspector	
1. Inspectors	
6. Section No. 6 (of water front)	
1. District inspector	
1. Inspectors	
7. Section No. 7 (of water front)	
1. District inspector	
1. Inspectors	
4. Naval office	
1. Office proper of naval officer (as above)	
2. Deputy naval officer	
1. Clerks (11)	
2. Stenographer and typewriter	
5. Appraiser's office	
1. Office proper of appraiser (as above)	
2. Chief examiner (assistant appraiser)	
3. Administrative division	
1. Office force	
1. Clerks	
2. Messenger	
3. Elevator conductor	
2. Special examiner of drugs	
3. Examiner of teas	
4. Examiners (customs bureau at post office)	
5. Examiners of structural iron, steel, and marble	
4. Division of examination and appraisement (imported dry goods)	
1. Assistant appraiser	
1. Examiners	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
7. *San Francisco, district of (Cal.)*—Continued.	
1. Collector in charge—Continued.	
1. Port of entry—San Francisco—Continued.	
5. Appraiser's office—Continued.	
5. Division of examination (merchandise at wharves)	
1. Assistant appraiser	
1. Examiners	
2. Samplers	
3. Openers and packers	
6. Station	
1. Port Costa	
1. Storekeeper	
7. Subports (of entry)	
1. Oakland	
1. Deputy collector	
1. Clerk	
2. Port Harford	
1. Deputy collector and clerk	
3. Monterey	
8. Port of delivery	
1. Vallejo [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of Customs (customs districts).	
8. *Ports of delivery* (*Colo.*).[1]	
1. Surveyor in charge	
1. Denver	
1. Administrative group	
1. Surveyor	
1. Deputy surveyors and inspectors	
2. Deputy surveyors and clerks	
3. Inspector and examiner	
4. Inspector and storekeeper	
2. Pueblo[2]	
3. Durango[2]	
4. Leadville[2]	

[1] Not a district, but head (surveyor) reports directly to the Secretary of the Treasury.
[2] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of Customs (customs districts).	
9. *Bridgeport, district of (Conn.).*	
1. Collector in charge	
1. Port of entry—Bridgeport	
1. Administrative group	
1. Office proper of collector	
2. Deputy collectors and inspectors (3)	
3. Deputy collector and cashier	
4. Laborer	
2. Ports of delivery	
1. Stratford [1]	
2. Greenwich [1]	
3. Subports of entry	
1. Stamford	
1. Deputy collector and inspector	
2. Norwalk [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs.	
10. *Hartford, district of* (*Conn.*).	
1. Collector in charge	
1. Port of entry—Hartford	
1. Administrative group	
1. Office proper of collector	
2. Deputy collectors and inspectors	
3. Clerk	
4. Storekeeper	
2. Ports of delivery	
1. Springfield	
1. Deputy surveyors and clerks	
2. Inspector	
3. Clerk and inspector	
4. Messenger and laborer	
5. Storekeeper	
2. Saybrook [1]	
3. Enfield [1]	
4. Clinton [1]	
5. Westbrook [1]	
6. Old Saybrook [1]	
7. Essex [1]	
8. Chester [1]	
9. Haddam [1]	
10. East Haddam [1]	
11. Middleton [1]	
12. Chatham [1]	
13. Portland [1]	
14. Cromwell [1]	
15. Rockyhill [1]	
16. Wethersfield [1]	
17. Glastonbury [1]	
18. East Hartford	
19. Vernon (Rockville) [1]	
20. South Manchester [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
11. *New Haven, district of (Conn.).*	
1. Port of entry—New Haven	
1. General administration	
1. Office proper of collector	
2. Deputy collector and clerk	
3. Deputy collector and inspectors (3)	
4. Inspectors (2)	
2. Ports of delivery	
1. Guilford [1]	
2. Branford [1]	
3. Milford [1]	
4. Derby [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
12. *New London, district of (Conn.).*	
1. Collector in charge	
1. Port of entry—New London	
1. General administration	
1. Office proper of collector	
2. Deputy collectors and inspectors (4)	
2. Ports of delivery	
1. Norwich [1]	
2. Groton [1]	
3. Lynne [1]	

[1] No officer here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
13. *Stonington, district of (Conn.)*.	
1. Collector in charge	
1. Port of entry—Stonington	
1. Office proper of collector	
2. Deputy collector and inspector	
3. Inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs.	
14. *Delaware, district of.*	
1. Collector in charge	
1. Port of entry—Wilmington	
1. Administrative group	
1. Office proper of collector	
2. Deputy collector and clerk	
3. Deputy collector and inspector	
4. Inspectors (2)	
2. Ports of delivery	
1. Newcastle	
2. Port Penn	
3. Delaware city	
3. Subports (of entry)	
1. Lewes	
1. Deputy collector and inspector	
1. Pilot	
2. Motorman	
2. Sanford	
1. Deputy collector and inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
16. *Apalachicola, district of (Fla.).*	
1. Collector in charge	
1. Port of entry—Apalachicola	
1. Administrative group	
1. Office proper of collector	
2. Deputy collector and inspector	
3. Janitor	
2. Subport (of entry)	
1. Carrabelle	
1. Deputy collector and inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
17. *Fernandina, district of (Fla.).*	
1. Collector in charge	
1. Port of entry—Fernandina	
1. Office proper of collector	
2. Deputy collector and inspector	
3. Boatman	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (collection districts).	
18. *Jacksonville, district of (Fla.).*	
1. Collector in charge	
1. Port of entry—Jacksonville	
1. Office proper of collector	
2. Deputy collectors and inspectors	
3. Inspectors	
4. Stenographer and clerk	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
19. *Key West, district of (Fla.).*	
1. Collector in charge	
1. Port of entry—Key West	
1. Administrative groups	
1. Office proper of collector	
2. Deputy collectors (4)	
3. Weigher (1)	
4. Tobacco examiner (1)	
5. Cashier (1)	
6. Storekeeper (1)	
7. Assistant storekeeper (1)	
8. Clerks (2)	
9. Day inspectors (5)	
10. Night inspectors (3)	
11. Messenger (1)	
12. Laborers (6)	
13. Boatmen (1)	
14. Engineer (1)	
2. Stations	
1. Habana, Cuba	
1. Inspector	
2. Punta Rosa	
1. Inspector	
3. Subports (of entry)	
1. Knights Key	
1. Deputy collector and inspector	
1. Inspector	
2. Miami	
1. Deputy collector and inspector	
1. Inspector	
3. Palm Beach	
1. Deputy collector and inspector	
4. Punta Gorda	
1. Deputy collector and inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
20. *Pensacola, district of (Fla.).*	
1. Collector in charge	
1. Port of entry—Pensacola	
1. Administrative group	
1. Office proper of collector	
2. Deputy collectors and clerks	
3. Clerk	
4. Inspectors	
5. Night inspectors (2)	
2. Subport (of entry)	
I. St. Andrews	
1. Inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
21. *St. Augustine, district of (Fla.).*	
1. Collector in charge	
1. Port of entry—St. Augustine	
1. Office proper of collector	
2. Deputy collector and inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs district).	
22. *St. Marks, district of (Fla.).*	
1. Collector in charge	
1. Port of entry—Cedar Keys	
1. Administrative group	
1. Office proper of collector	
2. Deputy collector and inspector	
3. Deputy collector	
2. Subport (of entry)	
1. Deputy collector and inspector	
3. Ports of delivery	
1. St. Marks[1]	
2. Magnolia[1]	
3. Ocala[1]	

[1] No officers here.

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Department of the Treasury.
2. Assistant Secretary.
1. Customs Service.
2. Collection of customs (customs district).
23. *Tampa, district of (Fla.).*
1. Collector in charge.....
1. Port of entry—Tampa.....
1. Administrative group.....
1. Office proper of collector in charge (as above).....
2. Special deputy collector and inspector..
3. Appraiser.....
2. Main office.....
1. Office proper of chief clerk (deputy collector and inspector).....
1. Cashier.....
2. Private secretary.....
2. Bonded-warehouse ledgers.....
1. Deputy collector and clerk.....
3. Immediate consumption desk.....
1. Inspector and clerk.....
4. Marine desk.....
1. Clerk.....
5. Inspectors and clerks (2).....
6. Weigher and gauger.....
7. Messenger.....
3. Inspection division.....
1. Inspector.....
1. Inspectors (2).....
2. Night inspection.....
4. Boarding-boat division.....
1. Engineer.....
1. Boatman.....
5. Warehouse division.....
1. Bonded warehouse.....
1. Storekeepers (2) [1].....
2. Examination room and appraisers' stores.
1. Storekeeper.....
6. Appraisers' division.....
1. Appraiser (as above).....
1. Examiners (2).....
2. Openers and packers (4).....
7. Subports (of entry).....
1. Port Tampa.....
1. Deputy collector and clerk.....
1. Inspectors (2).....
8. Stations.....
1. St. Petersburg.....
1. Deputy collector and clerk.....
2. Tarpon Springs.....
1. Deputy collector and clerk.....
3. Sarsasota.....
1. Deputy collector and inspector.....
4. Habana, Cuba.....
1. Inspector.....

[1] Each storekeeper is in charge of a bonded warehouse, being paid by the owners thereof.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
24. *Brunswick, district of (Ga.).*	
1. Collector in charge	
1. Port of entry—Brunswick	
1. Administrative group	
1. Office proper of collector	
2. Deputy collector	
3. Deputy collectors and inspectors	
4. Boatman	
2. Ports of delivery	
1. Darien	
1. Deputy collector and inspector	
2. Frederica [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
25. *St. Marys, district of (Ga.).*	
1. Collector in charge	
1. Port of entry—St. Marys	
1. Office proper of collector	
2. Deputy collector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
26. *Savannah, district of* (*Ga.*).	
1. Collector in charge	
1. Port of entry—Savannah	
1. Administrative group	
1. Office proper of collector (as above)	
2. Deputy collector	
3. Deputy collector and inspector	
4. Deputy collector and clerk	
5. Stenographer	
6. Storekeeper	
7. Messenger	
2. Port of delivery	
1. Augusta [1]	

[1] No officers here.

	Reference page.
Department of the Treasury	
2. Assistant Secretary	
1. Customs service	
2. Collection of customs (customs districts)	
27. *Port of delivery.*[1]	
1. Atlanta, Ga	
1. Surveyor	
1. Deputy surveyor and inspector	

[1] Not a customs district, but the head (surveyor) reports to the Secretary of the Treasury.

	Reference page.
Department of the Treasury	
2. Assistant Secretary	
1. Customs Service	
2. Collection of customs (customs districts)	
28. *Hawaii, district of.*	
1. Collector in charge	
1. Port of entry—Honolulu	
1. Administrative group	
1. Office proper of collector	
1. Private secretary	
2. Stenographer and typewriter	
3. Messenger	
4. Inspectors	
2. Special deputy collector	
2. Main office	
1. Special deputy collector (as above)	
1. Cashier section	
1. Deputy collector and cashier	
2. Marine section	
1. Deputy collector and clerk	
3. Entry section	
1. Deputy collector and clerk	
4. Bonded warehouse	
1. Deputy collector	
1. Clerk (2)	
3. Surveyor's division	
1. Deputy collector	
1. Inspectors—day (9)	
2. Boarding officer (deputy collector and inspector	
3. Weigher	
4. Inspectors—night	
1. Night watch No. 1	
1. Inspectors (7)	
2. Night watch No. 2	
1. Inspectors (7)	
4. Appraisers' division	
1. Chief examiner	
1. Examiners (5)	
2. Examiner and gauger	
3. Assistant gauger	
4. Sampler and verifier	
5. Clerk	
6. Laborer	
5. Liquidating division	
1. Deputy collector and clerk	
1. Clerks (2)	
6. Statistical division	
1. Deputy collector and clerk	
1. Clerks	
7. Laborers' division	
1. Foreman	
1. Laborers (11)	
8. Subports	
1. Hilo	
1. Deputy collector	
2. Hahului	
1. Deputy collector	
3. Kolea	
1. Deputy collector and inspector	
4. Mahukona	
1. Deputy collector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
29. *Porto Rico, district of.*	
1. Collector in charge	
1. Port of entry—San Juan	
1. Administrative group	
1. Office proper of collector	
2. Special deputy collector	
2. General office	
1. Entry and withdrawal	
1. Deputy collector and clerk	
1. Clerk	
2. Receipts and disbursements	
1. Cashier	
1. Clerk	
3. Marine	
1. Deputy collector and clerk	
4. Statistics	
1. Clerk	
5. Correspondence and files	
1. Stenographer	
6. Protest and appeal	
1. Deputy collector and clerk	
3. Appraising division	
1. Chief examiner	
1. Examiner	
2. Clerk (assistant examiner)	
3. Weigher and gauger	
4. Openers and packers	
4. Liquidating division	
1. Deputy collector and clerk	
1. Deputy collector and clerk	
2. Clerk	
5. Inspector's division	
1. Deputy collector and clerk	
1. Inspectors	
2. Employees on launch	
3. Laborers	
6. Subports	
1. Aguadilla	
1. Deputy collector	
2. Arecibo	
1. Deputy collector	
3. Arroyo	
1. Deputy collector	
4. Fajardo	
1. Deputy collector	
5. Guanca	
1. Deputy collector	
6. Humacao	
1. Deputy collector	
7. Mayaguez	
1. Deputy collector and inspector	
1. Examiner	
2. Deputy collector and clerk	
3. Inspector	
4. Janitor	
5. Seaman	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
29. *Porto Rico, district of*—Continued.	
1. Collector in charge—Continued.	
1. Port of entry—Continued.	
6. Subports—Continued.	
8. Ponce	
1. Deputy collectors and inspectors	
2. Inspectors	
3. Clerks	
4. Storekeeper	
5. Janitors	
6. Laborer	
7. Night watchman	
8. Seamen	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs service.	
2. Collection of customs (customs districts).	
30. *Chicago, District of (Ind. and Ill.).*	
1. Collector in charge	
1. Port of entry—Chicago	
1. Administrative group	
1. Collector (as above)	
1. Special deputy collector	
2. Appraiser	
3. Naval officer	
2. Collector's office proper	
1. Private secretary	
2. Clerk	
3. Collector's office	
1. Entry, warehousing, and drawback	
1. Supervisory and general division	
1. Deputy collector	
1. Deputy collectors and clerks	
2. Clerks	
3. Messenger	
2. Customs mail division—post office	
1. Deputy collector and clerk	
1. Clerks	
2. Laborer	
2. Auditing division	
1. Auditor	
1. Clerks	
3. Inspector's division	
1. Deputy collector	
1. Deputy collector and clerk	
2. Deputy collectors and inspectors	
3. Inspectors	
4. Storekeepers	
5. Weighers	
6. Gaugers	
7. Laborers	
4. Cashier's division	
1. Cashier	
1. Clerk	
5. Marine division	
1. Deputy collector	
1. Deputy collector and clerk	
6. Appraiser's store (public stores)	
1. Deputy collector and storekeeper	
1. Clerks	
2. Laborers	
7. Barge office (on Chicago River)	
1. Deputy collector	
1. Deputy collectors and inspectors [1]	
8. South Chicago office [2]	
1. Deputy collector and inspector	

[1] Detailed from inspector's division as required.
[2] In limits of city, but about 14 miles from customhouse.

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs service—Continued.	
2. Collection of customs (customs districts)—Continued.	
30. *Chicago, District of (Ind. and Ill.)*—Continued.	
1. Collector in charge—Continued.	
1. Port of entry—Chicago—Continued.	
1. Administrative group—Continued.	
4. Appraiser's office	
1. Office proper of appraiser (as above).	
1. Stenographer	
2. Clerk	
3. Messenger	
2. Chief examiner	
3. Divisions	
1. Examining division No. 1	
1. Examiner (in charge)	
1. Examiners	
2. Opener and packer	
2. Examining division, No. 2	
1. Examiner (in charge)	
1. Examiners	
2. Opener and packer (foreman)	
1. Openers and packers	
3. Examining division No. 3	
1. Examiner (in charge)	
1. Examiners	
2. Opener and packer (foreman)	
1. Openers and packers	
4. Examining division No. 4	
1. Examiner (in charge)	
1. Examiners	
2. Opener and packer (foreman)	
1. Openers and packers	
5. Examining division No. 5	
1. Examiner (in charge)	
1. Examiners	
2. Opener and packer (foreman)	
1. Openers and packers	
6. Examining division No. 6	
1. Examiner (in charge)	
1. Examiners	
2. Opener and packer (foreman)	
1. Openers and packers	
7. Parcels-post division (post office)	
1. Examiner	
1. Examiners (2)	
2. Openers and packers	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs service—Continued.	
2. Collection of customs (customs districts)—Continued.	
30. *Chicago, District of (Ind. and Ill.)*—Continued.	
1. Collector in charge—Continued.	
1. Port of entry—Chicago—Continued.	
1. Administrative group—Continued.	
4. Appraiser's office—Continued.	
4. Clerical bureau	
1. Chief clerk	
1. Clerks	
5. Laboratory	
1. Chemist	
1. Assistant chemist	
2. Openers and packer	
5. Naval office	
1. Administrative group	
1. Office proper of naval officer	
2. Deputy naval officer	
3. Chief clerk	
2. Entry, warehouse, drawback and auditing	
1. Chief clerk (as above)	
1. Clerks	
2. Messenger	
6. Ports of delivery	
1. Waukegan, Ill	
1. Deputy collector and inspector	
2. Coal City [1]	
3. Michigan City, Ind	
1. Surveyor (presidential)	
1. Deputy surveyor	
4. Galena, Ill.[2]	
1. Surveyor (presidential)	
5. Peoria, Ill.[2]	
1. Surveyor (presidential)	
6. Rock Island [2]	
1. Surveyor (presidential)	
7. Cairo [2]	
1. Deputy collector	

[1] No officers here.
[2] Within the district, but head reports directly to the Secretary of the Treasury.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs district).	
31. Port of delivery.[1] *(Ind.)*[2]	
1. Indianapolis.....	
1. Surveyor.....	
1. Deputy surveyor.....	

[1] Not a district, but reports directly to the Secretary of the Treasury.
[2] For other ports of delivery in State, see district of New Orleans, La. (infra, p. 41).

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
32. Port of delivery.[1] *(Iowa)*[2].	
1. Des Moines	
1. Surveyor	
1. Deputy surveyor and clerk	

[1] Not a district, but reports directly to the Secretary of the Treasury.
[2] For other ports of delivery in State, see district of New Orleans, La. (p. 41).

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
33. *New Orleans, district of (La.).*	
1. Collector in charge	
1. Port of New Orleans	
1. Administrative group	
1. Collector (as above)	
2. Special deputy collector	
3. Surveyor	
4. Appraiser	
5. Naval officer	
2. Collector's office	
1. Office proper of collector	
1. Private secretary	
2. Messenger	
2. Office proper of special deputy collector	
1. Clerk	
2. Stenographer and typewriter	
3. Messenger	
3. Correspondence division	
1. Deputy collector	
1. Clerks	
2. Messenger	
4. General business division	
1. Entrance of merchandise section	
1. Deputy collector and clerk	
1. Clerks	
2. Messenger	
2. Entrance and clearance of vessels section	
1. Clerks	
3. Marine section	
1. Clerk	
4. Warehousing and withdrawals section	
1. Clerks	
5. Cashier	
1. Clerk (cashier)	
2. Clerk (assistant cashier)	
6. Records section	
1. Clerks	
7. Appraiser's store	
1. Storekeepers	
2. Clerk	
3. Foreman	
1. Laborers	
4. Opener and packer	
5. Elevator conductor	
5. Auditing and disbursement division	
1. Supervisory and general	
1. Clerk and inspector (auditor)	
1. Messenger	
2. Auditing and disbursing section	
1. Clerks	
2. Messenger	
3. Liquidation and drawback section	
1. Clerks	
4. Statistical section	
1. Clerks	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
33. *New Orleans, district of (La.)*—Continued.	
1. Collector in charge—Continued.	
1. Port of New Orleans—Continued.	
3. Surveyor's department	
1. Office proper of surveyor of customs	
2. Special deputy surveyor	
1. Deputy surveyor (acting)	
2. Clerk	
3. Messengers	
3. Admeasurement of vessels section	
1. Admeasurer and inspector	
4. Examination of passengers' baggage section	
1. Deputy collector and clerk	
1. Inspectors	
2. Inspectresses	
5. Weighing and measuring merchandise section	
1. Weigher in charge	
1. Assistant weighers	
2. Clerk	
3. Keeper of scales	
4. Assistant keeper of scales	
5. Laborer	
6. Scale hands	
6. Gauging of merchandise section	
1. Gauger	
1. Assistant gauger	
2. Laborer	
7. District offices on wharves	
1. District inspectors (in charge)	
8. Discharging inspectors on wharves section	
1. Chief inspector	
1. Inspectors	
9. Night inspectors (section)	
1. Captain of night inspectors	
1. Night inspectors	
10. Port Eads boarding station	
1. Deputy collector and inspector	
1. Boatman	
11. Quarantine boarding station	
1. Inspector	
1. Boatman	
4. Appraiser's office	
1. Office proper of appraiser	
2. Division No. 1	
1. Assistant appraiser	
1. Chemists	
2. Clerks	
3. Stenographers and typewriters	
4. Messengers	
5. Laborers	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
33. *New Orleans, district of (La.)*—Continued.	
1. Collector in charge—Continued.	
1. Port of New Orleans—Continued.	
4. Appraiser's office—Continued.	
3. Division No. 2	
1. Assistant appraiser (in charge)	
1. Textile, fabrics, tobacco and cigars section	
1. Examiner	
1. Openers and packers	
2. Laborers	
2. Liquors, wines, and groceries section	
1. Examiner	
1. Openers and packers	
2. Laborers	
3. Toys, stationery, furniture, etc., section	
1. Examiner in charge	
1. Openers and packers	
2. Laborers	
4. Sugar and mail importations section	
1. Examiner in charge	
1. Sugar samplers	
2. Laborers	
5. Passengers' baggage, burlaps, etc., section	
1. Examiner in charge	
1. Sugar samplers	
2. Laborers	
6. Fruits, vegetables, and wharf importations section	
1. Examiner in charge	
1. Samplers	
2. Openers and packers	
3. Laborers	
5. Naval office	
1. Administrative	
1. Naval officer	
2. Special deputy naval officer	
2. Auditing section	
1. Deputy naval officer	
3. Entry section	
1. Clerk	
1. Clerk	
4. Liquidating section	
1. Clerk	
1. Clerk	
5. Warehouse and drawback section	
1. Clerk	
1. Clerk	
6. Subport (of entry)	
1. Baton Rouge, La.[1]	
7. Port of delivery	
1. Shreveport, La.[1]	

[1] No officers here.

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
33. *New Orleans, district of* (*La.*)—Continued.	
1. Collector in charge—Continued.	
1. Port of New Orleans—Continued.	
8. *Ports of delivery* (*in other States*).[1]	
1. Burlington, Iowa	
1. Surveyor	
1. Deputy surveyor	
2. Chattanooga, Tenn	
1. Surveyor	
1. Deputy surveyor and storekeeper	
2. Inspector	
3. Council Bluffs, Iowa	
1. Surveyor	
1. Deputy surveyor	
4. Dayton, Ohio	
1. Surveyor	
1. Deputy surveyor	
2. Inspector	
3. Deputy surveyor and clerk	
5. Dubuque, Iowa	
1. Surveyor	
1. Deputy Surveyor	
6. Evansville, Ind	
1. Surveyor	
1. Deputy surveyor and gauger	
2. Clerk and stenographer	
7. Cincinnati, Ohio	
1. Administrative group	
1. Surveyor	
2. Special deputy surveyor	
3. Appraiser	
2. Surveyor's office	
1. Supervisory and general	
1. Special deputy surveyor	
1. Deputy surveyor	
2. Cashier	
1. Private secretary	
2. Inspection division	
1. Inspector and clerk	
2. Inspectors	
3. Warehouse division	
1. General order and appraiser's store	
1. Gauger and storekeeper	
2. United States bonded warehouses (B. & O. Co.'s)	
1. Weigher and acting storekeeper	
4. Appraiser's office	
1. Appraiser (as above)	
1. Examiners	
2. Opener and examiner	
3. Clerk	

[1] Within the district of New Orleans but not under collector; head reports directly to the Secretary of the Treasury.

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
33. *New Orleans, district of* (*La.*)—Continued.	
1. Collector in charge—Continued.	
1. Port of New Orleans—Continued.	
8. *Ports of delivery*—Continued.	
8. Kansas City, Mo	
1. Administrative group	
1. Surveyor	
2. Special deputy surveyor	
3. Assayer	
2. Surveyor's office	
1. Appraiser's division	
1. Special deputy surveyor (acting appraiser and gauger)	
1. Examiner	
2. Assistant examiner	
3. Opener and packer	
2. Cashier's division	
1. Cashier	
1. Assistant cashier and entry clerk	
3. Liquidating division	
1. Liquidating clerk	
1. Assistant liquidating clerk	
4. Warehouse division	
1. Storekeeper and inspector [1]	
1. Storekeepers and inspectors	
2. Inspectors and storekeepers	
5. Inspection division	
1. Deputy surveyor and inspector (chief inspector)	
1. Assistant inspectors	
6. Record and statistical division	
1. Chief clerk	
1. Assistant clerks	
7. Navigation division	
1. Clerk	
1. Inspector	
8. Post-office division	
1. Clerk	
1. Appraiser	
9. Assayer's division	
1. Assayer	
1. Assistant assayer	
2. Assayer's helpers	
3. Stations	
1. Gas	
1. Inspector	
2. Bartlesville	
1. Storekeeper	
1. Inspector and storekeeper	
9. Knoxville, Tenn	
1. Surveyor	
1. Deputy surveyor	

[1] Acts as weigher and inspector for two private warehouses and one general warehouse.

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
33. *New Orleans, district of (La.)*—Continued.	
1. Collector in charge—Continued.	
1. Port of New Orleans—Continued.	
8. *Ports of delivery*—Continued.	
10. La Crosse, Wis.	
1. Surveyor	
1. Deputy surveyor	
11. Leavenworth, Kans.[1]	
12. Lincoln, Nebr.	
1. Surveyor	
1. Clerk	
13. Louisville, Ky.	
1. Surveyor of customs	
1. Deputy surveyor and clerk	
2. Deputy surveyor and inspector	
3. Storekeeper and gauger	
4. Clerk	
5. Deputy surveyor and inspector	
6. Inspector	
7. Opener and packer	
14. Memphis, Tenn.	
1. Surveyor	
1. Deputy surveyor	
2. Deputy surveyors and inspectors.	
3. Inspector	
15. Omaha, Nebr.	
1. Surveyor	
1. Deputy surveyor and clerks	
16. Paducah, Ky.	
1. Surveyor	
1. Deputy surveyor	
2. Inspectors	
17. Portsmouth, Ohio[1]	
18. St. Louis, Mo.	
1. Administrative	
1. Surveyor	
2. Appraiser	
2. Collection department	
1. Office proper of surveyor	
2. Entry division	
1. Deputy surveyor	
1. Assistant	
3. Warehouse division	
1. Warehouse clerk	
4. Inspection and weighing division	
1. Deputy surveyor (chief inspector)	
2. Inspectors (8)	
3. Inspectors (2 weighers and gaugers)	
5. Export division	
1. Deputy surveyor	
6. Marine division	
1. Deputy surveyor	

[1] No officer here.

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
33. *New Orleans, district of (La.)*—Continued.	
1. Collector in charge—Continued.	
1. Port of New Orleans—Continued.	
8. *Ports of delivery*—Continued.	
18. St. Louis, Mo.—Continued.	
2. Collection department—Continued.	
7. Liquidating division.....	
1. Deputy surveyor.....	
1. Assistant.....	
8. Statistical division.....	
1. Clerk.....	
9. Clerical division.....	
1. Clerk.....	
10. Cashier's division.....	
1. Cashier.....	
11. Appraiser's store.....	
1. United States storekeeper..	
1. Laborers.....	
3. Appraising department.....	
1. Office proper of appraiser.....	
2. Examining division.....	
1. Examiners (4).....	
3. Opening and packing division (foreman).....	
1. Openers and packers.....	
2. Laborers.....	
4. Clerical division.....	
1. Clerks (2).....	
19. St. Joseph, Mo.....	
1. Surveyor.....	
1. Deputy surveyor.....	
2. Deputy surveyors and inspectors.	
20. Sioux City, Iowa.....	
1. Surveyor.....	
1. Deputy surveyor.....	
21. Wheeling, W. Va.....	
1. Surveyor.....	
1. Deputy surveyor.....	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
34. *Teche, district of* (*La.*).	
1. Collector in charge	
1. Port of entry—Brashear	
1. Administrative group	
1. Collector	
2. Deputy collectors and surveyors	
2. Subport (of entry)—Calcasieu	
1. Deputy collector and inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
35. *Aroostook, district of (Me.).*	
1. Collector in charge	
1. Port of entry—Houlton	
1. Office of collector	
1. Collector	
2. Deputy collector and inspector	
3. Deputy collector and clerk	
2. Stations	
1. St. Johns	
1. Inspector	
2. Bridgewater	
1. Deputy collector and inspector	
3. Fort Fairfield	
1. Deputy collectors and inspectors (2)	
2. Inspector	
4. Mars Hill	
1. Deputy collector and inspector	
5. Van Buren	
1. Deputy collector and inspector	
6. Madawaska	
1. Deputy collector and inspector	
7. Monticello	
1. Deputy collector and inspector	
8. Limestone	
1. Deputy collector and inspector	
9. Fort Kent	
1. Deputy collector and inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
37. *Bath, district of* (*Me.*).	
1. Collector in charge	
1. Port of entry—Bath	
1. Administrative group	
1. Collector	
2. Deputy collector and inspector	
3. Deputy collector	
2. Ports of delivery	
1. Hallowell [1]	
2. Pittston [1]	
3. Georgetown [1]	
4. Bowdoinham [1]	
5. Gardiner [1]	
6. Richmond [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
38. *Belfast, district of* (*Me.*).	
1. Collector in charge	
1. Port of entry—Belfast	
1. Administrative (collector as above)	
2. Subport	
1. Vinalhaven	
1. Collector and inspector [1]	
3. Ports of delivery	
1. Rockport and Camden	
1. Deputy collector and inspector	
2. Stockton springs	
1. Deputy collector and inspector	
3. Prospect [1]	
4. North Haven [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
39. *Castine, district of* (*Me.*).	
1. Collector in charge	
1. Port of entry—Castine	
1. Administrative group	
1. Collector	
2. Collectors and inspectors	
2. Ports of delivery	
1. Deer Island	
1. Deputy collector and inspector	
2. Bucksport	
1. Deputy collector and inspector	
3. Bluehill [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts)	
40. *Frenchman's Bay, district of (Me).*	
1. Collector in charge	
1. Port of entry—Ellsworth	
1. Administrative group	
1. Collector	
2. Deputy collectors and inspectors	
2. Subport (of entry)	
1. Mount Desert Ferry	
1. Deputy collector and inspector	
3. Port of delivery	
1. Union River [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
41. *Kennebunk, district of (Me.).*	
1. Collector in charge	
1. Port of entry—Kennebunk	
1. Administrative group	
1. Collector	
2. Deputy collector	
2. Ports of delivery	
1. Wells [1]	
2. Kennebunk Port [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
42. *Machias, district of (Me.).*	
1. Collector in charge	
1. Port of entry—Machias	
1. Administrative group	
1. Collector (as above)	
2. Deputy collector and inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
43. *Passamaquoddy, district of* (*Me.*).	
1. Collector in charge	
1. Port of entry—Eastport	
1. Administrative group	
1. Collector (as above)	
2. Deputy collector and clerk	
3. Deputy collectors	
4. Inspectors	
2. Subport (of entry)	
1. Calais	
1. Deputy collector	
1. Deputy collectors and clerks (3).	
2. Deputy collector and inspector (1)	
3. Inspectors (4)	
3. Stations	
1. Red Beach	
1. Deputy collector and clerk	
2. Baring Bridge	
1. Inspector	
3. Eastport and St. Johns (aboard trains)	
1. Inspector	
4. Lubec	
1. Inspector	
2. Deputy collector and clerk	
4. Ports of delivery	
1. Pembroke [1]	
2. Robinson [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
44. *Portland and Falmouth, district of (Me.).*	
1. Collector in charge	
1. Port of entry—Portland	
1. Administrative group	
1. Collector of customs (as above)	
2. Surveyor	
3. Special deputy collector	
4. Appraiser	
2. Collector's office	
1 Office proper of collector	
2. Special deputy collector (as above)	
3. Cashier's department	
1. Deputy collector and cashier	
1. Clerks (2)	
4. Navigation and marine department	
1. Clerk (in charge)	
1. Clerks (2)	
5. Statistical	
1. Clerk	
6. Warehouse—export—liquidation	
1. Clerk	
1. Clerks (2)	
2. Storekeeper	
1. Assistant storekeeper	
3. Surveyor's office	
1. Office proper of surveyor	
2. Deputy collector	
1. Inspectors—permanent (11)	
2. Inspectors—temporary (10)	
3. Weighers	
4. Inspector and assistant weigher	
5. Clerk	
6. Watchmen	
7. Boatmen	
4. Appraiser's office	
1. Office proper of appraiser	
2. Laborers	
5. Ports of delivery	
1. North Yarmouth [1]	
2. Brunswick [1]	
3. Freeport [1]	
4. Harpswell [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
45. *Saco, district of* (*Me.*).	
1. Collector in charge	
1. Port of entry—Saco	
1. Administrative and general	
1. Collector (as above)	
2. Deputy collector	
2. Port of delivery	
1. Scarboro [1]	

[1] No officer here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
47. *Wiscasset, district of (Me.).*	
1. Collector in charge	
1. Port of entry—Wiscasset	
1. Administrative group	
1. Collector (as above)	
2. Deputy collectors and inspectors	
3. Inspectors	
2. Ports of delivery	
1. Booth Bay	
1. Deputy collector and inspector	
2. Alna	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
49. *Baltimore, district of (Md.).*	
1. Collector in charge	
1. Port of entry—Baltimore	
1. General administrative group	
1. Collector of customs (as above)	
2. Naval officer	
3. Surveyor	
4. Appraisers	
2. Collector's office	
1. Administrative	
1. Collector	
2. Special deputy collector	
3. Deputy collector	
1. Messengers	
2. Auditing and disbursing division	
1. Auditor (chief of division)	
1. Assistant auditor	
2. Clerks	
3. Messenger	
3. Cashier's division	
1. Cashier (chief of division)	
1. Assistant cashier	
2. Clerk	
4. Mail and correspondence division	
1. Confidential clerk (chief of division)	
1. Stenographer, typewriter, and clerk	
2. Stenographer and typewriter	
3. Clerk	
5. Entry division	
1. Clerk (chief of division)	
1. Entry clerks (3)	
2. Bond clerk	
3. Manifest clerk	
4. Messenger	
6. Liquidating division	
1. Clerk (chief of division)	
1. Clerks (3)	
2. Messenger	
7. Marine division	
1. Clerk (chief of division)	
2. Clerks (3)	
3. Messenger	
8. Warehouse division	
1. Clerk (chief of division)	
1. Clerks (2)	
2. Messenger	
9. Statistical division	
1. Clerk (chief of division)	
1. Clerks (2)	
10. Drawback and impost division	
1. Clerk (chief of division)	
1. Clerks	
2. Messenger	
11. Record and supply division	
1. Clerk (chief of division)	
1. Laborer	
12. Post-office bureau	
1. Deputy collector and examiner	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
49. *Baltimore, district of* (*Md.*)—Continued.	
1. Collector in charge—Continued.	
2. Collector's office—Continued.	
13. Bonded warehouse and public store provisions	
1. Superintendent of bonded warehouse (chief of division)	
2. Clerks	
3. Storekeeper	
4. Foreman	
5. Laborers (12)	
3. Naval office	
1. Naval officer (as above)	
2. Deputy naval officer	
1. Liquidating clerks (3)	
2. Manifest clerk	
3. Entry clerk	
4. Drawback and warehouse clerk	
5. Fee and auditing clerk	
6. Messenger	
4. Surveyor's office	
1. Administrative office	
1. Surveyor (as above)	
2. Deputy surveyor	
1. Clerks (2)	
2. Stenographer and typewriter	
3. Messenger	
2. Inspector's division	
1. Inspector (chief of division)	
1. Inspectors—permanent (33)	
2. Inspectors—temporary (8)	
3. Inspector [1]	
4. Inspectors	
5. Laborers (3)	
3. Weigher's division	
1. Weigher (chief of division)	
1. Assistant weighers (10)	
2. Assistant weighers—night (2)	
3. Clerks (2)	
4. Laborers—unclassified (20)	
5. Appraiser's office	
1. Appraiser (as above)	
1. Clerks (2)	
2. Examiners (4)	
3. Openers and packers (9)	
4. Analytical chemist (1)	
5. Messenger	
6. Ports of delivery	
1. Cambridge [2]	
2. Easton [2]	
3. Havre de Grace [2]	

[1] Supervising export manufacture of steel plate at Maryland Steel Co.'s plant. Reimbursable.
[2] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
50. *Annapolis, district of (Md.).*[1]	
1. Port of entry—Annapolis	
1. Deputy collector in charge	
2. Ports of delivery	
1. Benedict[2]	
2. Lower Marlboro[2]	
3. Towncreek[2]	
4. Cedar Point[2]	
5. Nottingham[2]	
6. St. Marys[2]	

[1] Annapolis is still a district and also a port, but is merely under the charge of a deputy who reports to collector of Baltimore.
[2] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
51. *Eastern district* (*Md.*).	
1. Collector in charge	
1. Port of entry—Crisfield	
1. Administrative group	
1. Collector of customs	
2. Deputy collector and inspector	
3. Deputy collector and clerk	
2. Port of delivery	
1. Salisbury [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
52. *Boston and Charlestown, district of* (*Mass.*).	
1. Collector in charge	
1. Port of entry—Boston	
1. General administrative group	
1. Collector of customs	
2. Naval officer	
3. Surveyor	
4. Appraiser	
2. Collector's office	
1. Administrative	
1. Office proper of collector	
1. Secretary to collector	
2. Office proper of special deputy collector.	
1. Secretary to special deputy collector.	
2. Chief stenographer and civil service clerk.	
3. Clerks (2)	
4. Messengers	
3. Deputy collectors (5)	
2. Auditor's division	
1. Auditor	
1. Chief clerk	
1. Clerk (bookkeeper)	
2. Clerk (settlement)	
3. Clerk (contingent expenses).	
4. Clerk (protest)	
5. Clerk (fines)	
6. Clerk (impost duties)	
7. Clerk (duties records)	
1. Assistant	
8. Clerk (special deposits records).	
9. Clerk (collections liquidations)	
10. Clerk (refund liquidations)	
11. Clerk (no change liquidations)	
12. Clerk and stenographer	
13. Clerks (general office work)	
14. Messengers	
3. Cashier's division	
1. Cashier	
1. Assistant cashier	
2. Clerks	
3. Messenger	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
52. *Boston and Charlestown, district of* (*Mass.*)—Continued.	
1. Collector in charge—Continued.	
1. Port of entry—Boston—Continued.	
2. Collector's office—Continued.	
4. First (entry) division	
1. Supervisory and general	
1. Deputy collector (as above)	
1. Chief clerk	
1. Chief entry clerk	
1. Entry clerks	
2. Clerk (custodians of entries)	
3. Clerks (order)	
4. Clerks (imposts)	
5. Clerks (file)	
6. Clerks (assistant order)	
7. Clerks (triplicate invoice)	
8. Clerk (numbering)	
9. Clerk (recording)	
10. Clerk (invoice)	
11. Messengers	
2. Section 1	
1. Acting deputy collector (release permit clerk)	
1. Permit clerk	
2. Messenger	
3. Section 2	
1. Clerk and inspector (of cigars)	
1. Openers and packers	
5. Second (warehouse) division	
1. Supervisory collector	
1. Deputy collector (as above)	
1. Chief clerk	
1. Clerk (rewarehouse)	
2. Clerks (withdrawal)	
3. Bond accountants	
4. Clerk (foreign transportation and exportation)	
5. Clerk (custodian of documents)	
6. Clerks (permit)	
7. Clerks (foreign transportation)	
8. Clerks (abstract)	
9. Clerks (abstract clerks and stenographers)	
10. Clerks (storage)	
11. Clerks (transportation and exportation)	
12. Messengers	
2. Section 1 (division 2)	
1. Superintendent of warehouses	
1. Storekeepers	
2. Assistant storekeepers	
3. Messengers	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
52. *Boston and Charlestown, district of (Mass.)*—Continued.	
1. Collector in charge—Continued.	
1. Port of entry—Boston—Continued.	
2. Collector's office—Continued.	
6. Third (marine and statistical) division...	
1. Supervisory and general.....	
1. Deputy collector.....	
1. Chief clerk.....	
1. Clerk (foreign clearance).....	
2. Clerk (foreign entry)...	
3. Clerk (coastwise entry).	
4. Registrar of sales and transfers of vessels....	
1. Assistant registrar of sales and transfers of vessels....	
5. Clerks (statistical and abstracts).....	
6. Messengers.....	
2. Section (record room).....	
1. Clerk.....	
1. Clerks.....	
7. Fourth (liquidations and drawback) division.....	
1. Deputy collector (as above).....	
1. Chief clerk.....	
1. Clerk (chief liquidating)....	
1. Clerks (liquidating)....	
2. Clerks (miscellaneous drawback).....	
3. Clerk (certificate and record)	
4. Certificate clerk and typewriter.....	
5 Clerk (abstract).....	
6. Messenger.....	
8. Fifth (bond) division.....	
1. Deputy collector (as above).....	
1. Chief clerk.....	
1. Clerk (cancellation bond)...	
2. Clerks (bond).....	
3. Clerks (notice).....	
4. Clerk and stenographer.....	
5. Clerk (penalty).....	
6. Messenger.....	
9. Steamer clerks and foreign mail division.	
1. Supervisory and general.....	
1. Clerk and acting deputy collector.....	
1. Steamer clerk (chief assistant).....	
2. Steamer clerk (cashier).....	
3. Steamer clerks.....	
2. Section (post office).....	
1. Clerk.....	
1. Clerks.....	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
52. *Boston and Charlestown, district of (Mass.)*—Continued.	
1. Collector in charge—Continued.	
1. Port of entry—Boston—Continued.	
2. Collector's office—Continued.	
10. Storekeeper's department	
1. Storekeeper	
1. Clerk (storage)	
2. Clerks (receiving and delivery)	
3. Clerk (general)	
4. Watchman—(day)	
5. Watchmen—(night)	
6. Messengers	
7. Laborers	
8. Attendants	
11. Custodians' office (collector) [1]	
1. Acting custodian	
1. Assistant custodian [2]	
2. Carpenter	
3. Messengers	
4. Fireman	
5. Watchmen	
6. Janitors	
7. Elevator conductors	
8. Charwomen	
3. Naval office	
1. Naval officer (as above)	
2. Special deputy naval officer	
3. Deputy naval officer	
1. Chief entry clerk	
1. Entry clerks	
2. Warehouse and bond clerk	
3. Manifest and clearance clerk	
1. Assistant manifest and clearance clerk	
4. Liquidating clerk	
5. Cashier's clerks	
6. File clerk	
7. Assistant file clerk	
8. Stenographer and exportation clerk	
9. Impost clerk	
10. Messengers	
4. Surveyor's office	
1. Administrative group	
1. Surveyor	
2. Special deputy surveyor	
1. Deputy surveyor	
2. Chief clerk and acting surveyor	
3. Clerks	
4. Messengers	
2. Boarding and inspection	
1. Inspectors	
3. Weighing	
1. Weigher	
1. Assistant weighers	
2. Laborers	

[1] Immediately in charge.

[2] Position vacant.

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
52. *Boston and Charlestown, district of* (*Mass.*)—Continued.	
1. Collector in charge—Continued.	
1. Port of entry—Boston—Continued.	
4. Surveyor's office—Continued.	
4. Gauging	
1. Gauger	
1. Assistant gauger	
2. Stamper	
5. Night inspection	
1. Captain of night inspection	
1. Night inspectors	
5. Appraiser's department	
1. Administrative group and general	
1. Appraiser	
2. Assistant appraisers (3)[1]	
1. Secretary and chief clerk	
2. Stenographer	
3. Chief clerk in invoice room	
4. Abstract clerk	
5. Extension clerk	
6. Classification clerk	
7. Entry clerks	
8. Appraisement clerk	
9. Messengers	
2. Division 1	
1. Assistant appraiser (as above)	
1. Examiners (6)	
2. Examiners' clerks	
3. Openers and packers	
4. Messengers	
5. Laborers	
6. Samplers	
3. Division 2	
1. Assistant appraiser (as above)	
1. Examiners (7)	
2. Examiners' clerks	
3. Samplers	
4. Openers and packers	
5. Messengers	
6. Laborers	
4. Division 3	
1. Assistant appraiser (as above)	
1. Examiners (2)	
2. Wharf examiners (3)	
3. Examiners' clerk	
4. Openers and packers	
5. Laborers	
5. Division 4	
1. Special examiner of drugs	
1. Examiner of tea	
2. Examiner and chemist	
3. Polariscopists	
4. Samplers, tea and drugs	
5. Openers and packers	
6. Messenger	
7. Laborer	

[1] In immediate charge of Divisions 1, 2, and 3.

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
52. *Boston and Charlestown, district of* (*Mass.*)—Continued.	
1. Collector in charge—Continued.	
1. Port of entry—Boston—Continued	
6. Ports of delivery	
1. Worcester	
1. Deputy collector and inspector	
1. Inspector	
2. Opener and packer	
3. Laborer	
2. Medford [1]	
3. Cohasset [1]	
4. Hingham [1]	
5. Weymouth [1]	
6. Cambridge [1]	
7. Roxbury [1]	
8. Dorchester [1]	
9. Chelsea [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
53. *Newburyport, district of (Mass.).*	
1. Port of entry—Newburyport [1]	
1. Deputy collector (in charge)	
2. Ports of delivery	
1. Amesbury	
2. Salisbury	
3. Haverhill	
4. Newbury	
5. Ipswich	

[1] Newburyport is a district and also a port, but under the charge of a deputy who reports to collector of Boston.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
54. *Barnstable, district of (Mass.).*	
1. Collector in charge	
1. Port of entry—Barnstable	
1. Administrative group	
1. Collector as above	
2. Deputy collector and inspector	
2. Ports of delivery	
1. Provincetown	
1. Deputy collector and inspector	
1. Storekeeper	
2. Chatham	
1. Deputy collector and inspector	
3. Hyannis	
1. Deputy collector and inspector	
4. Woods Hole	
1. Inspector [1]	
3. Stations	
1. Sandwich [2]	
2. Falmouth [2]	
3. Harwick [2]	
4. Wellfleet [2]	
5. Dennis [2]	
6. Bourne [2]	

[1] Excursion season.

[2] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
55. *Edgartown, district of (Mass.)*.	
1. Collector in charge	
1. Port of entry—Edgartown	
1. Administrative	
1. Collector (as above)	
2. Deputy collector and inspector	
2. Station	
1. Vineyard Haven	
1. Deputy collector and inspector	
1. Boatman	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
56. *Fall River, district of* (*Mass.*).	
1. Collector in charge	
1. Port of entry—Fall River	
1. Administrative and general	
1. Collector	
2. Deputy collectors and inspectors	
2. Swansea	
3. Somerset	
4. Freetown	
5. Berkley	
6. Taunton	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
57. *Gloucester, district of (Mass.).*	
1. Collector in charge	
1. Port of entry—Gloucester	
1. Administrative group	
1. Collector (as above)	
2. Deputy collector and clerk	
1. Clerk	
2. Inspectors	
3. Storekeepers	
4. Engineers	
5. Boatman	
2. Station	
1. East Gloucester	
1. Storekeeper	
3. Ports of delivery	
1. Manchester [1]	
2. Rockport [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
58. *Marblehead, district of* (*Mass.*).	
1. Collector in charge	
1. Port of entry—Marblehead	
1. Administrative and general	
1. Collector (as above)	
2. Deputy collector and inspector	
2. Port of delivery	
1. Lynn	
1. Deputy collector and inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
59. *Nantucket, district of* (*Mass.*).	
1. Port of entry—Nantucket	
1. Collector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
60. *New Bedford, district of* (*Mass.*).	
1. Collector in charge	
1. Port of entry—New Bedford	
1. Administrative and general	
1. Collector (as above)	
2. Deputy collectors and inspectors	
2. Ports of delivery	
1. Westport [1]	
2. Rochester [1]	
3. Wareham [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
61. *Plymouth, district of (Mass.).*	
1. Collector in charge	
1. Port of entry—Plymouth	
1. Collector (as above)	
2. Ports of delivery	
1. Scituate [1]	
2. Kingston [1]	
3. Duxbury [1]	
4. Marshfield [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
62. *Salem and Beverly, district of (Mass.).*	
1. Collector in charge	
1. Salem, port of	
1. Administrative and general	
1. Collector (as above)	
1. Deputy collector and inspector	
2. Inspector	
3. Deputy collector	
4. Boatmen	
2. Port of delivery	
1. Danvers [1]	
3. Station	
1. Salem and Beverly	
1. Inspector	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
63. *Detroit, district of (Mich.).*	
1. Collector in charge	
1. Port of entry—Detroit	
1. Administrative group	
1. Collector (as above)	
2. Special deputy collector	
3. Appraiser	
2. Collector's office	
1. Office proper of collector	
1. Private secretary	
2. Office proper of special deputy collector	
1. Stenographer and typewriter	
3. Cashier's division	
1. Cashier	
4. Entry division	
1. Deputy collectors and clerks	
5. Liquidating division	
1. Deputy collectors and clerks	
2. Clerk	
6. Statistical division	
1. Deputy collector and clerks	
2. Clerk	
7. Marine division	
1. Deputy collector and clerk	
2. Messenger	
3. Outside division	
1. Deputy collector	
1. Deputy collectors	
2. Deputy collectors and clerks	
3. Inspectors	
4. Inspectress	
5. Deputy collectors and inspectors	
6. Storekeeper	
4. Appraiser's office	
1. Appraiser (as above)	
1. Examiner	
2. Clerk and examiner	
3. Clerks	
4. Opener and packer	
5. Laborer	
5. Stations	
1. Pere Marquette R. R. ferry	
1. Deputy collectors and clerks	
2. Grosse Ile	
1. Deputy collector and clerk	
3. Michigan Central R. R. tunnel	
1. Deputy collector and clerk	
4. Monroe	
1. Deputy collector and clerk	
5. Mount Clemens	
1. Deputy collector and clerk	
6. Trenton	
1. Deputy collector and inspector	
7. Wyandotte	
1. Deputy collector and clerk	
8. St. Thomas, Ontario, Canada	
1. Deputy collector and clerk	
9. Windsor, Ontario, Canada	
1. Deputy collector and clerks	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
64. *Huron, district of (Mich.).*	
1. Collector in charge	
1. Port of entry—Port Huron	
1. Collector's office	
1. Collector (as above)	
2. Special deputy collector	
1. Cashier	
2. Examiner of merchandise	
3. Storekeeper	
4. Stenographer	
5. Messenger	
6. Inspectress	
7. Deputy collectors and clerks (25)	
2. Railway yards, etc. (Port Huron)	
1. Deputy collector (in charge)	
1. Deputy collectors and clerks (21)	
3. Stations	
1. Algonac	
1. Deputy collector and clerk	
2. Alpena	
1. Deputy collector and clerk	
3. Bay City	
1. Deputy collector and clerk	
4. Harbor Beach	
1. Deputy collector and clerk	
5. Marine City	
6. Marysville	
1. Deputy collector and clerk	
7. Osconda	
1. Deputy collector and clerk	
8. Roberts Landing	
1. Deputy collector and clerk	
9. St. Clair	
1. Deputy collector and clerk	
1. Deputy collector and inspector	
10. London, Ontario, Canada	
1. Deputy collector and clerk	
11. Sarnia, Ontario, Canada	
1. Deputy collector and clerks	
12. Sarnia Tunnel, Ontario, Canada	
1. Deputy collector and clerk	
4. Port of delivery	
1. Saginaw	
1. Deputy collector and clerk	
1. Deputy collectors and clerks	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
65. *Michigan, district of.*	
1. Collector in charge	
1. Port of entry—Grand Haven	
1. Administrative and general	
1. Collector (as above)	
2. Deputy collectors and inspectors (3)	
2. Stations	
1. Benton Harbor	
1. Deputy collector and inspector	
2. Charlevoix	
1. Deputy collector and inspector	
3. Frankport	
1. Deputy collector and inspector	
4. Holland	
1. Deputy collector and inspector	
5. Muskegon	
1. Deputy collector and inspector	
6. Manistique	
1. Deputy collector and inspector	
7. St. Ignace	
1. Deputy collector and inspector	
8. St. Joseph	
1. Deputy collectors and inspectors	
9. South Haven	
1. Deputy collectors and inspectors	
3. Ports of delivery	
1. Cheboygan	
1. Deputy collector and inspector	
2. Ludington	
1. Deputy collector and inspector	
3. Manistee	
1. Deputy collector and inspector	
4. Subport (of entry)	
1. Petoskey	
1. Deputy collector and inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
66. *Superior, district of (Mich.).*	
1. Collector in charge	
1. Port of entry—Marquette	
1. Administrative and general	
1. Collector	
2. Special deputy collector	
1. Deputy collectors and inspectors	
2. Deputy collectors and clerks	
3. Deputy collector and storekeeper	
4. Inspector	
5. Inspectress	
6. Opener and packer	
7. Clerk	
2. Stations	
1. Allouez Bay	
1. Deputy collector and inspector	
2. Bayfield	
1. Deputy collector and inspector	
3. Escanaba	
1. Deputy collectors and inspectors (2).	
4. Grand Marais	
1. Deputy collector and inspector	
5. Houghton	
1. Deputy collector and inspector	
6. Isle Royale	
1. Deputy collector and inspector	
7. Lake Linden	
1. Deputy collector and inspector	
8. Menominee	
1. Deputy collector and inspector	
9. Munising	
1. Deputy collector and inspector	
10. Presque Isle	
1. Deputy collector and inspector	
11. Washburn	
1. Deputy collector and inspector	
12. West Superior	
1. Deputy collectors and inspectors	
3. Ports of delivery	
1. Mackinaw	
1. Deputy collector and inspector	
2. Sault Ste. Marie	
1. Deputy collector and clerk	
1. Deputy collectors and clerks	
2. Deputy collectors and inspectors.	
3. Inspector	
4. Inspectress	
5. Opener and packer	
6. Clerk	
7. Janitress.	
4. Subports (of entry)	
1. Ashland	
1. Deputy collectors and inspectors	
2. Gladstone.	
1. Deputy collector and inspector	
1. Opener and packer	
3. Superior	
1. Deputy collector and inspectors (2)	
2. Deputy collectors and storekeepers (2)	
3. Inspectress	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
67. *Port of delivery—Grand Rapids* [1] (*Mich.*).	
1. Surveyor.....	
1. Deputy surveyor.....	
2. Deputy surveyor and clerk.....	

[1] Not a district strictly speaking, but head (surveyor) reports directly to Secretary of the Treasury.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
68. *Duluth, district of (Minn.).*	
1. Port of entry—Duluth	
1. Administrative and general	
1. Collector	
1. Deputy collectors and clerks	
2. Deputy collectors and inspectors	
3. Inspectors	
4. Storekeepers	
5. Inspector and storekeeper	
2. Stations	
1. Mesaba docks	
1. Deputy collectors and inspectors [1]	
2. Two Harbors	
1. Deputy collectors and inspectors [1]	
3. Aboard steamers, etc	
1. Launch Lurline	
1. Inspector engineer [1]	
2. Deputy collector and inspector [1]	
2. Steamer Easton	

[1] During navigable season.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
69. *Minnesota, district of.*	
1. Collector in charge	
1. Port of entry—St. Paul	
1. Administrative and general	
1. Collector (as above)	
1. Special deputy collector	
2. Deputy collector and clerk (general).	
3. Deputy collector and clerk (acting appraiser)	
4. Deputy collector and clerk (cashier).	
5. Deputy collector and clerk (liquidating clerk)	
6. Deputy collector and clerk (statistician)	
7. Tea examiner	
8. Clerks (3)	
9. Storekeepers (2)	
10. Inspectors (2)	
11. Watchman	
2. Subports (of entry)	
1. Minneapolis	
1. Deputy collector	
1. Deputy collectors and clerks (2).	
2. Deputy collector and inspector	
3. Clerk (acting appraiser)	
4. Inspectors (2)	
5. Laborer	
2. Ranier	
1. Deputy collector and inspector	
1. Inspector	
3. St. Vincent	
1. Deputy collector and inspector	
1. Deputy collector and inspector	
2. Inspector	
3. Stations	
1. Baudet	
1. Deputy collector and inspector	
1. Deputy collector and inspector	
2. Inspector	
2. Gunflint Lake	
1. Deputy collector and inspector	
3. Indus	
1. Deputy collector and inspector	
4. International Falls	
1. Deputy collector and clerk	
1. Deputy collector and inspector	
5. Pine Creek	
1. Deputy collector and inspector	
6. Warroad	
1. Deputy collector and clerk	
1. Deputy collector and clerk	
2. Inspectors	
7. Winnipeg, Canada	
1. Deputy collector and inspector	
8. Lake of the Woods	
1. Inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
70. *Natchez, district of (Miss.).*	
1. Collector in charge	
1. Port of entry—Natchez	
1. Collector, as above	
1. Deputy collector and inspector	
2. Port of delivery	
1. Natchez	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
71. *Pearl River, district of (Miss.).*	
1. Collector in charge	
1. Port of entry—Gulfport	
1. Collector, as above	
1. Deputy collector and inspector	
2. Stations	
1. Biloxi	
1. Deputy collector and inspector	
2. Bay St. Louis	
1. Deputy collector and inspector	
3. Ports of delivery	
1. Harp Island	
1. Deputy collector and inspector	
2. Ship Island	
1. Deputy collector and inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
73. *Montana and Idaho, district of.*	
1. Collector in charge	
1. Port of entry—Great Falls	
1. Administrative group	
1. Collector (as above)	
2. Special deputy collector	
1. Clerks	
2. Stenographer and typewriter	
2. Stations	
1. Browning, Mont	
1. Deputy collector and inspector	
2. Gateway, Mont	
1. Deputy collector and inspector	
1. Mounted inspectors (2)	
3. Glasgow, Mont	
1. Mounted inspector	
4. Havre, Mont	
1. Mounted inspector	
5. Plentywood, Mont	
1. Mounted inspector	
6. Ponderay, Idaho	
1. Storekeeper	
7. Porthill, Idaho	
1. Deputy collector and inspector	
1. Mounted inspector	
8. Sweetgrass, Mont	
1. Deputy collector and inspector	
1. Mounted inspector	
9. Whitlash	
1. Mounted inspector	
3. Subport (of entry)	
1. East Port	
1. Deputy collector and inspector	
1. Inspector	
2. Mounted inspector	
4. Port of delivery	
1. Bonner's Ferry [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
74. *Portsmouth, district of (N. H.).*	
1. Collector in charge	
1. Port of entry—Portsmouth	
1. Administrative and general	
1. Collector (as above)	
2. Deputy collectors and inspector	
2. Ports of delivery	
1. Newcastle [1]	
2. Dover [1]	
3. Exeter [1]	
4. Kittery, Me.[1]	
5. Berwick, Me.[1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
75. *Bridgeton, port of* (*N. J.*).	
1. Collector in charge	
1. Port of entry—Bridgeton	
1. Administrative group	
1. Collector (as above)	
2. Inspector	
3. Deputy collector and inspector	
2. Stations	
1. Thompson Point	
1. Inspector [1]	
2. Bivalve	
1. Deputy collector and inspector	
3. Ports of delivery	
1. Salem [2]	
2. Port Elizabeth [2]	

[1] Per diem when employed.

[2] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
76. *Burlington, district of* (*N. J.*).	
1. Collector in charge	
1. Port of entry—Burlington	
1. Collector	
1. Deputy collector	
2. Port of delivery	
1. Trenton [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
77. *Great Egg Harbor, district of (N. J.).*	
1. Collector (in charge)	
1. Deputy collector	
2. Inspector	

	Reference page.
artment of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
78. *Little Egg Harbor, district of (N. J.).*	
1. Port of entry—Tuckerton	
1. Collector in charge	
1. Deputy collector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
79. *Newark, port of* (*N. J.*).	
1. Collector in charge	
1. Administrative group	
1. Deputy collector and inspector	
2. Inspectors	
3. Clerks	
2. Stations	
1. Haskell	
1. Storekeeper	
3. Port of delivery	
1. Elizabeth [1]	

[1] No officer here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
80. *Perth Amboy, district of (N. J.).*	
1. Collector in charge	
1. Port of entry—Perth Amboy	
1. Administrative group	
1. Collector	
1. Deputy collector and clerk	
2. Deputy collector and inspector	
3. Storekeeper	
4. Clerk and inspector	
5. Inspectors	
2. Ports of delivery	
1. New Brunswick [1]	
2. Middletown Point [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
81. *Buffalo Creek, district of* (*N. Y.*).	
1. Collector in charge	
1. Port of entry—Buffalo	
1. Administrative group	
1. Collector	
2. Special deputy collector	
3. Deputy collectors	
4. Appraiser	
2. Main office	
1. Special deputy collector	
1. Cashier	
2. Clerks (entry)	
3. Clerk (liquidating)	
5. Clerk (bond)	
6. Clerk (warehouse bookkeeper and drawback)	
7. Clerk (marine)	
8. Clerk (statistical)	
9. Clerk (express)	
10. Clerk (post-office)	
11. Gauger	
12. Inspectors	
13. Storekeepers	
3. North Buffalo office	
1. Administrative and general	
1. Deputy collector (as above)	
1. Inspectors (in office)	
2. Clerk (export)	
2. Stations	
1. Michigan Central R. R. trains in Canada	
1. Inspectors	
2. Grand Trunk R. R. trains in Canada	
1. Inspectors	
4. Ferry Street office	
1. Deputy collector (as above)	
1. Inspectors	
5. East Buffalo office	
1. Inspector	
1. Storekeeper	
6. Appraiser's stores and warehouse	
1. Appraiser (as above)	
1. Examiner	
2. Clerk	
3. Opener and packer	
4. Storekeeper	
5. Laborers	
7. Stations	
1. Blackrock	
1. Inspector (4)	
2. Blackrock Ferry	
1. Deputy collector and clerks (2)	
3. Fort Erie	
1. Inspectors (2)	
4. Grand Island	
1. Deputy collector and inspector	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
81. *Buffalo Creek, district of* (*N. Y.*)—Continued.	
1. Collector in charge—Continued.	
1. Port of entry—Buffalo—Continued.	
7. Stations—Continued.	
5. Grand Trunk freight shed.....	
1. Storekeeper.....	
6. International Bridge.....	
1. Inspectors (4).....	
7. Lackawanna Bridge.....	
1. Inspectors.....	
8. Lackawanna Steel Co.....	
1. Deputy collector.....	
9. Tonawanda office.....	
1. Deputy collector.....	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
82. *Cape Vincent, district of* (*N. Y.*).	
1. Collector in charge	
1. Port of entry—Cape Vincent	
1. Administrative group	
1. Collector (as above)	
1. Deputy collectors and inspectors	
2. Deputy collectors and clerks	
3. Inspector	
2. Stations	
1. Alexandria Bay	
1. Deputy collectors and inspectors (2).	
2. Grand View Park	
1. Deputy collector and inspector [1]	
3. Thousand Island Park	
1. Deputy collectors and inspectors (2)[1].	
4. Round Island	
1. Deputy collector and inspector [1]	
5. Grindstone Island	
1. Deputy collector and clerk	
6. Chaumont	
1. Deputy collector and clerk	
7. St. Lawrence Park	
1. Deputy collector and inspector [1]	
8. Clayton	
1. Deputy collector and inspector	
2. Deputy collector and inspector [1]	
9. Westminister Park	
1. Deputy collector and inspector	
10. Sackets Harbor	
1. Deputy collector and clerk	
11. Millers Bay	
1. Deputy collector and clerk	

[1] Summer season.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs district).	
83. *Champlain, district of (N. Y.).*	
1. Collector in charge	
1. Port of entry—Plattsburg	
1. Administrative group	
1. Collector (as above)	
1. Deputy collectors and inspectors	
2. Confidential clerk	
3. Cashier	
2. Subports (of entry)	
1. Malone	
1. Deputy collector and inspector.	
1. Deputy collectors and inspectors	
2. Laborer	
3. Janitor	
2. Rouses Point	
1. Deputy collector and clerk	
1. Deputy collectors and inspectors	
2. Laborers	
3. Ports of delivery	
1. Whitehall [1]	
2. Fort Covington	
1. Deputy collector and inspector.	
4. Stations	
1. Mooers Junction	
1. Deputy collector and inspector.	
2. Chattanooga	
1. Deputy collector and inspector.	
3. Frontier	
1. Deputy collector and inspector.	
4. Burke	
1. Deputy collector and inspector.	
5. Hogansbury	
1. Deputy collector and inspector.	
6. Trout River	
1. Deputy collector and inspector.	
7. Champlain	
1. Deputy collector and inspector.	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
84. *City of New York, district of.*	
1. Collector in charge	
1. General administration	
1. Collector (as above)	
2. Special deputy collectors (2)	
3. Naval officer	
4. Surveyor	
5. Appraiser	
2. Collector's office	
1. Division A	
1. Office proper of collector	
2. Special deputy collectors (as above)	
1. Private secretary	
3. Appointment room	
1. Appointment clerk	
4. Correspondence room	
1. Clerk in charge	
5. Supply department	
1. Superintendent of supplies	
2. First division: Marine	
1. Deputy collector	
3. Second division: Entry and merchandise	
1. Supervisory (deputy collector)	
2. General administrative office (chief clerk)	
3. Entry room (clerk in charge)	
4. Packed package bureau (clerk in charge)	
5. Mail importation: general post office	
6. Parcels post bureau (clerk in charge)	
4. Third division: Warehousing and withdrawals	
1. Supervisory (deputy collector)	
2. Warehouse withdrawal room (clerk in charge)	
3. United States bonded warehouses (superintendent of warehouses)	
4. Cartage and lighterage bureau (clerk in charge)	
5. Bonded transportation bureau (clerk in charge)	
6. Rewarehouse and exportation room (clerk in charge)	
5. Fourth division: Cashier's office	
1. Supervisory (cashier)	
2. Mail importation bureau (clerk in charge)	
6. Fifth division: Passengers' baggage declarations	
1. Deputy collector	
7. Sixth division:[1] Receipt and delivery	
1. Supervisory (deputy collector)	
2. Receiving and delivery room (clerk)	
3. Sample office (clerk)	
4. Laborers (superintendent)	
1. Laborers	

[1] This division is in process of transfer to the appraiser's office.

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
84. *City of New York, district of*—Continued.	
1. Collector in charge—Continued.	
2. Collector's office—Continued.	
8. Seventh division: Liquidation	
1. Supervisory (deputy collector)	
2. Liquidation room (clerk)	
3. Delivery room (clerk)	
4. Protest room (clerk)	
5. Additional duty room (clerk)	
9. Eighth division: Drawbacks	
1. Deputy collector	
10. Ninth division: Law division	
1. Supervisory: Solicitor to the collector	
2. Salesroom for unclaimed, abandoned, and seized merchandise	
11. Tenth division: Disbursements	
1. Supervisory (acting disbursing agent)	
2. Paymasters (2)	
12. Eleventh division: Auditing	
1. Supervisory (auditor)	
2. Accounting room	
3. Bureau of liquidation of	
4. Vessels' accounts	
5. Bureau of imposts	
6. Press bureau	
7. Stationery bureau	
8. Bookbindery	
13. Twelfth division: Custody of records	
1. Deputy collector	
3. Naval office	
1. Administrative group	
1. Naval officer (as above)	
2. Comptroller and special deputy naval officer	
3. Deputy naval officer	
2. Division A: Records, correspondence, and appointments	
1. Deputy naval officer in charge	
3. First division: Marine department	
1. Chief clerk in charge	
4. Second division: Entry department	
1. Supervisory (deputy naval officer)	
2. Entry bureau (clerk)	
3. Packed package bureau (clerk)	
4. Baggage bureau (clerk)	
5. Official signing bureau (clerk)	
5. Third division: Warehouse department	
1. Supervisory (deputy naval officer)	
2. Withdrawal bureau (clerk)	
3. Cashier's bureau, withdrawals (clerk)	
4. Rewarehouse and exportation bureau	
6. Fourth division: Drawback department	
1. Deputy naval officer	
7. Fifth division: Liquidating department	
1. Supervisory (deputy naval officer)	
2. Liquidating bureau (clerk)	
3. Protest bureau (clerk)	
4. Delivery and record bureau (clerk)	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
84. *City of New York, district of*—Continued.	
1. Collector in charge—Continued.	
3. Naval office—Continued.	
8. Sixth division: Auditing department	
1. Supervisory (auditor—acting deputy naval officer)	
2. Cashier's bureau (clerk)	
3. Record bureau (clerk)	
9. Seventh division	
1. Supervisory: Deputy naval officer	
2. Immediate transportation bureau (clerk)	
3. Correspondence, appointments, and records bureau (clerk)	
4. Surveyor's office	
1. Administrative group	
1. Surveyor	
2. Auditor and special deputy surveyor	
3. Special deputy surveyor and secretary to the surveyor	
4. School of instruction (acting deputy surveyor)	
5. Coast inspectors (acting deputy surveyor)	
2. Division A	
1. Supervisory (auditor and special deputy surveyor (as above)	
2. Auditor's bureau (clerk)	
3. Correspondence room (clerk)	
4. Tonnage bureau (admeasurer of vessels)	
5. Stationery room (clerk)	
6. Deck pass room	
7. Record room (clerk)	
8. Typewriting of inspectors' returns	
3. First division: Examination of inspectors' returns	
1. Supervisory (auditor and special deputy surveyor, as above)	
2. Examination of inspectors' returns (clerk)	
3. Debenture room (clerk)	
4. Second division: Assignment of customs inspectors, etc	
1. Supervisory (deputy surveyor)	
2. Boarding officers, discharging and district inspectors	
1. Deputy surveyors (in charge)	
2. Acting deputy surveyors	
5. Third division: Assignment of customs inspectors, etc	
1. Supervisory (deputy surveyor)	
2. Acting deputy, surveyor and chief of staff	
3. Examination of passengers' baggage	
1. Acting deputy surveyors	
2. Acting deputy surveyor: Ellis Island	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
84. *City of New York, district of*—Continued.	
1. Collector in charge—Continued.	
4. Surveyor's office—Continued.	
6. Fourth division: Weighers' and gaugers' bureau	
1. Supervisory (deputy surveyor)	
2. General office (chief clerk)	
3. Weighers' and gaugers' bureau (clerk)	
4. First verification bureau (clerk)	
5. Gauger's office (United States gauger)	
6. Marble measurer's office (assistant weigher)	
7. Lumber measurer's office (examiner of lumber)	
7. Fifth division (customs watchmen)	
1. Deputy surveyor (in charge)	
1. Customs watchmen: Tallymen	
2. Customs wirers and sealers	
5. Appraiser's office (examination and appraisement of merchandise)	
1. Administrative group	
1. Appraiser	
2. Special deputy appraiser	
3. Deputy appraisers (2)	
2. First division (passengers' baggage)	
1. Assistant appraiser (in charge)	
3. Second division (jewelry, etc.)	
1. Assistant appraiser (in charge)	
4. Third division (silks, etc.)	
1. Assistant appraiser (in charge)	
5. Fourth division (cottons, etc.)	
1. Supervisory and general (assistant appraiser)	
2. Protest bureau (chief of bureau)	
6. Fifth division (millinery, etc.)	
1. Assistant appraiser (in charge)	
7. Sixth division (wool, etc.)	
1. Assistant appraiser (in charge)	
8. Seventh division (drugs, chemicals, etc.)	
1. Assistant appraiser	
9. Eighth division (sugars, etc.)	
1. Supervisory (assistant appraiser)	
2. Sampling merchandise (superintendent of merchandise samplers)	
1. Merchandise samplers	
3. Sampling sugar (examiner and superintendent of sugar samplers)	
1. Sugar samplers	
10. Ninth division (metal manufactures, etc.)	
1. Assistant appraiser (in charge)	
11. Tenth division (liquors, cigars, groceries, etc.)	
1. Assistant appraiser (in charge)	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
84. *City of New York, district of*—Continued.	
1. Collector in charge—Continued.	
5. Appraiser's office (examination and appraisement)—Continued.	
12. Eleventh division (law and scientific division)	
1. Supervisory (assistant appraiser)	
2. Bureau of protests and appeals [1] (clerk in charge)	
3. United States Laboratory [1] (chemist in charge)	
4. Bureau of Analysis [1] Textile fabrics (analyst in charge)	
13. Twelfth division (executive division)	
1. Supervisory (assistant appraiser)	
2. Invoice bureau (chief of bureau)	
3. Analytical bureau (analyst examiner in charge)	
4. Appraisers's staff (chief examiner in charge)	
5. Openers and packers (superintendent in charge)	
6. Customs bureau (examiner)	
7. Parcel post annex (examiner)	
6. Subports	
1. Jersey City, N. J	
1. Assistant collector	
2. Cold Spring, N. Y	
1. Deputy collector	
3. Albany, N. Y. [1]	
1. Surveyor of customs	
1. Deputy collector and inspectors	
2. Deputy surveyor and clerk	
3. Inspectors	
4. Clerk and stenographer	
4. Patchogue, N. Y. [1]	
1. Surveyor of customs	
7. Ports of delivery	
1. New Windsor, N. Y.[2]	
2. Poughkeepsie, N. Y.[2]	
3. Esopus, N. Y.[2]	
4. Kinderhook, N. Y.[2]	
5. Hudson, N. Y.[2]	
6. Troy, N. Y.[2]	
7. Rhinebeck, N. Y.[2]	
8. Port Jefferson, N. Y.[2]	
9. Newburgh [2]	

[1] Reports directly to the Secretary of the Treasury.

[2] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
85. *Dunkirk, district of* (*N. Y.*).	
1. Collector in charge	
1. Port of entry—Dunkirk	
1. Administrative and general	
1. Collector (as above)	
2. Deputy collector and inspector	
2. Ports of delivery	
1. Barcelona [1]	
2. Silver Creek [1]	
3. Cattaraugus Creek [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
86. *Genesee, district of (N. Y.).*	
1. Collector in charge	
1. Rochester, port of	
1. Collector's office	
1. Collector (as above)	
1. Deputy collectors and clerks	
2. Deputy collectors and inspectors	
3. Deputy collector and storekeeper	
4. Storekeeper	
5. Laborer	
2. Stations	
1. Oak Orchard	
1. Deputy collector and inspector	
2. Pultneyville	
1. Deputy collector and inspector	
3. Waterloo	
1. Deputy collector and storekeeper	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
87. *Niagara, district of (N. Y.).*	
1. Collector in charge	
1. Port of entry—Niagara Falls	
1. Administrative and general	
1. Collector as above	
1. Deputy collector and cashier	
2. Deputy collectors and clerks	
3. Deputy collectors and inspectors	
4. Storekeepers	
5. Inspector	
6. Inspectress	
7. Messenger	
8. Watchmen	
2. Stations	
1. New York Central R. R. baggage room	
1. Deputy collector and inspector (in charge)	
1. Deputy collectors and inspectors	
2. New York Central R. R. freight yards	
1. Deputy collector and inspector (in charge)	
1. Deputy collectors and inspectors	
3. Lehigh Valley R. R. freight yards	
1. Deputy collector and inspector (in charge)	
1. Deputy collectors and inspectors	
4. Erie R. R. baggage room	
1. Deputy collector and inspector (in charge)	
1. Deputy collectors and inspectors	
5. Erie R. R. freight yards	
1. Deputy collector and inspector (in charge)	
1. Deputy collectors and inspectors	
6. Suspension bridge	
1. Deputy collector and inspector	
7. Lewiston	
1. Deputy collectors and inspectors (2)	
8. Upper steel arch bridge	
1. Deputy collector and inspector	
9. Tonawanda	
1. Deputy collector and inspector	
10. Youngstown	
1. Deputy collector and inspector	
11. Midland	
1. Deputy collector and inspector	
12. Olcott	
1. Deputy collector and inspector	
13. Medford	
1. Deputy collector and inspector	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
87. *Niagara, district of,* (*N. Y.*)—Continued.	
1. Collector in charge—Continued.	
1. Port of entry—Niagara Falls—Continued.	
1. Administrative and general—Continued.	
2. Stations—Continued.	
14. North Tonawanda	
1. Deputy collector and inspector	
15. Schloesser Landing	
1. Deputy collector and inspector	
16. Cantilever bridge	
1. Watchmen (2)	
17. Niagara Ry. arch bridge	
1. Watchmen (2)	
18. Collingwood, Canada	
1. Deputy collector and inspector	
19. Montrose	
1. Deputy collector and inspector	
20. Muskolta wharf	
1. Deputy collector and inspector	
21. Toronto	
1. Deputy collectors and inspectors. (2)	
2. Inspectors (2)	

Reference page.

Department of the Treasury.
2. Assistant Secretary.
1. Customs Service.
2. Collection of customs (customs districts).
88. *Oswegatchie, district of (N. Y.).*
1. Collector in charge.....
1. Port of entry—Ogdensburg .....
1. Main office.....
1. Collector, as above.....
1. Deputy collector (cashier).....
2. Deputy collector and clerk (entry)...
3. Deputy collector and clerk (manifest)
4. Deputy collector and inspector (liquidating, marine).....
5. Deputy collector and clerk (bond, drawback, import statistics) .....
6. Stenographer, typewriter and clerk (export statistics).....
7. Deputy collector and inspector (miscellaneous).....
2. Stations.....
1. R. W. & O. Depot, Ogdensburg, N. Y.....
1. Deputy collector and inspector..
2. O & L. C. Depot, Ogdensburg, N. Y.....
1. Deputy collector and inspector..
3. Ferry dock, Ogdensburg, N. Y.....
1. Deputy collector and inspector..
4. Hammond, N. Y.....
1. Deputy collector and inspector..
5. Lisbon, N. Y.....
1. Deputy collector and inspector..
6. Louisville, N. Y.....
1. Deputy collector and inspector..
7. Massena.....
1. Deputy collector and inspector..
8. Massena Point.....
1. Deputy collector and inspector..
9. Morristown.
1. Deputy collector and inspector..
10. Nyando.
1. Deputy collector and inspector..
11. Waddington.....
1. Deputy collector and inspector..
12. Ottawa (Canada).....
1. Deputy collector and inspector..
1. Inspector.....
13. Smiths Falls (Canada)...
1. Deputy collector and inspector..

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
89. *Oswego, district of* (*N. Y.*).	
1. Collector in charge	
1. Port of entry—Oswego	
1. Collector's office	
1. Collector, as above	
1. Deputy collector	
2. Cashier	
3. Deputy collectors and inspectors	
4. Deputy collector and clerk	
2. Ports of delivery	
1. Utica	
1. Deputy collectors and inspectors.	
3. Stations	
1. Sodus Point	
1. Deputy collectors and inspector	
2. Fair Haven	
1. Deputy collector and inspector	
3. Port Ontario	
1. Deputy collector and inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
90. *Port of delivery—Syracuse (N. Y.).*[1]	
1. Surveyor in charge	
1. Deputy surveyor and inspector	
2. Deputy surveyor and cashier	

[1] Not a district, but head (surveyor) reports directly to Secretary of the Treasury.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
91. *Sag Harbor, district of (N. Y.).*	
1. Surveyor in charge	
1. Port of entry—Sag Harbor	
1. Administrative group	
1. Surveyor (as above)	
2. Deputy surveyor	
2. Port of delivery	
1. Greenport [1]	

[1] No officer here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
92. *Albermarle, district of* (*N. C.*).	
1. Collector in charge	
1. Port of entry—Elizabeth City	
1. Main office	
1. Collector (as above)	
1. Deputy collector and inspector	
2. Deputy collector	
2. Subport (of entry)	
1. Manteo	
1. Deputy collector and inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
93. *Beaufort, district of* (*N. C.*).	
1. Collector in charge	
1. Port of entry—Beaufort	
1. Collector	
1. Deputy collector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
94. *Pamlico, district of (N. C.).*	
1. Collector (in charge).....	
1. Port of entry—Newbern.....	
1. Main office.....	
1. Collector as above.....	
1. Deputy collectors and inspectors....	
2. Messengers.....	
2. Ports of delivery.....	
1. Durham [1].....	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
95. *Wilmington, district of* (*N. C.*).	
1. Port of entry—Wilmington	
1. Collector in charge	
1. Deputy collector and clerk	
2. Deputy collector and inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
96. *North and South Dakota, district of.*	
1. Collector in charge	
1. Port of entry, Pembina, N. Dak.	
1. Main office	
1. Collector	
1. Deputy collector and clerk	
2. Deputy collectors and inspectors (3).	
2. Stations	
1. Wilhalla	
1. Deputy collector and inspector.	
2. Mobray	
1. Deputy collector and inspector.	
3. Ambrose	
1. Deputy collector and inspector.	
4. Searles	
1. Deputy collector and inspector.	
5. St. John	
1. Deputy collector and inspector.	
6. Antlers	
1. Deputy collector and inspector.	
7. West Hope	
1. Deputy collector and inspector.	
8. Hannah	
1. Deputy collector and inspector.	
9. Miche	
1. Deputy collector and inspector.	
10. Kermit	
1. Deputy collector and inspector.	
11. Sherwood	
1. Deputy collector and inspector.	
12. Souris	
1. Deputy collector and inspector.	
13. Hansboro	
1. Deputy collector and inspector.	
3. Subport (of entry)	
1. Portal	
1. Deputy collectors and inspectors (3)	
4. Port of delivery	
1. Sioux Falls [1]	

[1] No officer here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
97. *Cuyahoga, district of (Ohio).*	
1. Collector in charge	
1. Port of entry—Cuyahoga	
1. Administrative group	
1. Collector (as above)	
2. Special deputy collector	
3. Appraiser	
2. General office	
1. Special deputy collector (as above)	
1. Deputy collectors and clerks	
3. Warehouse and inspection department	
1. Deputy collector and clerk	
1. Deputy collector and clerks	
4. Appraiser's office	
1. Appraiser (as above)	
1. Examiners	
2. Clerk	
3. Openers and packers	
4. Laborer	
5. Subport (of entry)	
1. Conneaut	
1. Deputy collectors and clerks	
6. Ports of delivery	
1. Fairport	
1. Deputy collector and clerk	
2. Columbus [1]	
7. Stations	
1. Lorain	
1. Deputy collector and clerk	
2. Ashtabula	
1. Deputy collectors and clerks (3)	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
98. *Miami, district of (Ohio).*	
1. Port of entry—Toledo	
1. Collector	
1. Deputy collector and inspector	
2. Inspector	
3. Storekeeper	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
99. *Sandusky, district of (Ohio).*	
1. Collector in charge	
1. Port of entry—Sandusky	
1. Collector's office	
1. Collector (as above)	
2. Deputy collectors and inspectors	
3. Deputy collector	
4. Stenographer and typewriter	
2. Stations	
1. Cedar Point	
1. Deputy collector	
2. Huron	
1. Deputy collector and inspector	
3. Kelly Island	
1. Deputy collectors and inspectors	
4. Marblehead	
1. Deputy collector and inspector	
5. Port Clinton	
1. Deputy collector and inspector	
6. Put-in-Bay	
1. Deputy collector and inspector	
7. Vermilion	
1. Deputy collector and inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
100. *Port of delivery* [1]—*Columbus* [2] (*Ohio*).	
1. Surveyor in charge	
1. Deputy surveyor and clerk	
2. Deputy surveyor and inspector	
3. Stenographer and typewriter	

[1] Not a district, but head (surveyor) reports directly to Secretary of the Treasury.
[2] For other ports of delivery in this State, see district of New Orleans, La.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
101. *Oregon and Washington, district of.*	
1. Port of entry—Astoria	
1. Collector	
1. Deputy collector and clerk	
2. Deputy collector and inspector	
3. Inspectors	
4. Wheelman	
5. Engineer	
6. Fireman	
7. Deckhand	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
102. *Coos Bay, district of (Oreg. and Wash.).*	
1. Collector in charge	
1. Port of entry—Coos Bay	
1. Administrative and general	
1. Collector	
2. Deputy collector	
2. Ports of delivery	
1. Ellensburg [1]	
2. Port Orford [1]	
3. Gardiner [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
103. *Portland, district of (Oreg. and Wash.).*	
1. Collector in charge	
1. Port of entry—Portland	
1. Collector's office	
1. Collector (as above)	
2. Special deputy collector	
1. Cashier	
2. Entry deputy	
3. Marine deputy	
4. Statistical clerk	
5. Stenographer	
6. Messenger	
2. Inspector's division	
1. Deputy collector and inspector (chief inspector)	
1. Day inspectors	
2. Night inspectors	
3. Weigher's and gauger's department	
1. Assistant weighers (2)	
1. Laborers (3)	
2. Opener and packer	
4. Appraiser's department	
1. Appraiser	
1. Examiner (chief)	
1. Examiners (2)	
2. Laborers	
3. Openers and packers	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
104. *Puget Sound, district of (Oreg. and Wash.).*	
1. Collector in charge	
1. Port of entry—Port Townsend	
1. General administration	
1. Collector (as above)	
2. Special deputy collector	
2. Office proper of collector	
1. Private secretary	
3. Main office	
1. Special deputy collector (in charge)	
1. Stenographer	
2. Cashier's office	
1. Cashier	
1. Assistant	
3. Warehouse and bond	
1. Clerk	
4. Marine and entry division	
1. Deputy collector (in charge)	
1. Night deputy	
2. Marine records (2 clerks)	
3. Statistical records (3 clerks)	
4. Mails and files (1 clerk)	
5. Liquidating division	
1. Deputy collector (in charge)	
1. Assistants (3)	
6. Barge office	
1. Inspectors (2)	
2. Boatmen (2)	
4. Subports (of entry)	
1. Tidewater ports	
1. Seattle (deputy collector in charge)	
1. General office	
1. Supervisory (acting chief clerk and cashier)	
2. Entry division	
1. Clerks (6)	
3. Marine division	
1. Employees (2)	
4. Messenger and telephone (operator)	
2. Correspondence (clerk)	
3. Customs post-office bureau	
1. Deputy collector and examiner	
1. Clerks (2)	
4. Inspection	
1. Chief inspector	
1. Acting weighers (2)	
2. Acting admeasurer of vessels	
3. Bonded warehouse storekeepers (2)	
4. Inspection of baggage	
1. Inspector	
1. Clerks (3)	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
104. *Puget Sound, district of (Oreg. and Wash.)*—Continued.	
1. Collector in charge—Continued.	
1. Port of entry—Port Townsend—Continued.	
4. Subports (of entry)—Continued.	
1. Tidewater ports—Continued.	
1. Seattle (deputy collector in charge)—Continued.	
4. Inspection—Continued.	
1. Chief inspector—Contd.	
5. Inspectors	
1. Day (13)	
2. Night (3)	
3. Excepted night inspectors	
4. Excepted inspectress	
5. Appraiser's stores	
1. Examiner in charge	
1. Examiners (3)	
1. Openers and packers (4)	
2. Laborer	
2. Tacoma (deputy collector in charge).	
1. Customs general office	
1. Acting cashier	
2. Manifest clerk	
3. Entry clerk	
4. Recording clerk	
2. Tea examiner	
3. Inspection	
1. Chief inspector	
1. Day inspectors (6)	
2. Night inspectors (5)	
3. Excepted inspectors (5).	
4. Appraiser's stores	
1. Deputy collector (examiner in charge)	
1. Acting examiner	
2. Acting weigher and gauger	
3. Opener and packer	
3. Everett	
1. Deputy collector and clerk	
1. Deputy collector and inspector	
4. Anacortes	
1. Deputy collector and inspector	
5. Bellingham	
1. Deputy collectors and clerks (2)	
6. Blaine	
1. Deputy collectors and clerks	
1. Deputy collector and inspector	
2. Night inspectors	
7. Rocke Harbor	
1. Deputy collector and clerk	
8. Friday Harbor	
1. Deputy collector and inspector	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
104. *Puget Sound, district of (Oreg. and Wash.)*—Continued.	
1. Collector in charge—Continued.	
1. Port of entry—Port Townsend—Continued.	
4. Subports of entry—Continued.	
1. Tidewater ports—Continued.	
9. Port Angeles	
1. Deputy collector and clerk	
10. Aberdeen	
1. Deputy collector and inspector	
11. South Bend	
1. Deputy collector and inspector	
2. Interior ports	
1. Sumas	
1. Administrative and general	
1. Deputy collector and clerk (in charge)	
2. Inspectors (4)	
3. Deputy collector and inspector	
2. Substation—Lynden	
1. Deputy collector and inspector	
2. Chopaka	
1. Deputy collector and inspector	
3. Oraville	
1. Deputy collector and inspector	
4. Molson	
1. Deputy collector and inspector	
5. Danville	
1. Administrative and general	
1. Deputy collector and inspector (in charge)	
2. Deputy collectors and clerks (2)	
2. Substations	
1. Ferry	
1. Deputy collector and inspector	
2. Laurier	
1. Deputy collector and inspector	
6. Northport	
1. Deputy collector and clerk	
1. Deputy collector and inspector	
7. Spokane	
1. Deputy collector and clerk	
1. Inspectors (2)	
3. Foreign stations	
1. Vancouver, British Columbia	
1. Deputy collector and clerk	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).....	
105. *Yaquina, district of (Oreg. and Wash.).*	
1. Collector in charge.....	
1. Port of entry—Yaquina.....	
1. Administrative and general.....	
1. Collector (as above).....	
2. Deputy collector.....	
2. Port of delivery—Newport [1].....	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
106. *Philadelphia, district of (Pa.).*	
1. Collector in charge	
1. Port of entry—Philadelphia	
1. General administrative group	
1. Collector (as above)	
2. Special deputy collector	
3. Naval officer	
4. Surveyor	
5. Appraiser	
2. Collector's office	
1. Office proper of collector	
1. Private secretary and confidential clerk	
2. Main office	
1. Supervisory and general	
1. Deputy collector	
1. Clerks (2)	
2. Messenger	
2. Cashier's office	
1. Cashier	
1. First assistant cashier	
2. Second assistant cashier	
3. Auditing and disbursing department.	
1. Auditor	
1. Assistant auditor	
2. Acting assistant auditor	
4. Statistical division	
1. Chief of division	
1. Clerks	
5. Post-office division	
1. Acting deputy collector	
1. Clerks and inspectors	
6. Warehouse division	
1. Supervisory	
1. Superintendent of Warehouses	
1. Clerk (acting deputy collector)	
2. Storekeepers	
1. Clerks	
2. Messengers	
3. Warehouse laborers (section)	
1. Foreman	
2. Laborers	
3. Surveyor's office [1]	
1. Office proper of surveyor	
1. Deputy surveyor	
2. Clerk and acting deputy surveyor	
3. Clerks, measurers, and messengers	
2. Inspectors	
1. Superintendent and acting deputy collector	
1. Inspectors	
2. Inspectress	

[1] Reports to collector through his office.

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
106. *Philadelphia, district of (Pa.)*—Continued.	
1. Collector in charge—Continued.	
1. Port of entry—Philadelphia—Continued.	
2. Collector's office—Continued.	
3. Surveyor's office—Continued.	
3. Night inspectors	
1. Superintendent of night inspection	
1. Night inspectors	
4. Weighers and gaugers	
1. Weigher	
1. Assistant weighers	
2. Gauger	
3. Foreman (of laborers)	
1. Laborers	
4. Naval office	
1. Naval officer (as above)	
2. Deputy naval officer	
1. Clerk and acting deputy naval officer	
2. Clerks	
3. Messenger	
5. Appraiser's office	
1. Administrative group	
1. Appraiser (as above)	
2. Assistant appraisers	
1. Confidential clerk	
2. Clerks	
2. Divisions	
1. Sugar (examiner in charge)	
1. Samplers	
2. Openers and packers	
3. Messengers	
4. Laborers	
5. Clerk	
2. Wool, hides, and skins (examiner in charge)	
1. Samplers	
2. Openers and packers	
3. Messengers	
4. Laborers	
5. Clerk	
3. Laboratory (examiner, acting chemist)	
1. Samplers	
2. Openers and packers	
3. Messengers	
4. Laborers	
5. Clerk	
4. Drugs, chemicals, etc. (examiner in charge)	
1. Samplers	
2. Openers and packers	
3. Messengers	
4. Laborers	
5. Clerks	

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
106. *Philadelphia, district of (Pa.)*—Continued.	
1. Collector in charge—Continued.	
1. Port of entry—Philadelphia—Continued.	
2. Collector's office—Continued.	
5. Appraiser's office—Continued.	
5. Post office (examiner).....	
1. Samplers.....	
2. Openers and packers.....	
3. Messengers.....	
4. Laborers.....	
5. Clerk.....	
6. Steamer duties (examiner in charge).....	
1. Samplers.....	
2. Openers and packers.....	
3. Messengers.....	
4. Laborers.....	
5. Clerk.....	
7. General merchandise(examiners in charge).....	
1. Samplers.....	
2. Openers and packers.....	
3. Messengers.....	
4. Laborers.....	
5. Clerk.....	
6. Subport.....	
1. Chester.....	
1. Deputy collector and inspector..	
2. Camden.....	
1. Assistant collector.....	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
107. *Erie, district of (Pa.).*	
1. Collector in charge	
1. Port of entry—Erie	
1. Administrative and general	
1. Collector (as above)	
2. Deputy collectors and inspectors	
2. Ports of delivery	
1. Corry [1]	
2. Titusville [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
109. *Bristol and Warren, district of (R. I.).*	
1. Collector in charge	
1. Port of entry—Bristol	
1. Collector's office	
1. Collector (as above)	
2. Deputy collector and inspector	
2. Port of delivery	
1. Barrington [1]	

[1] No officers here.

	Reference page.
Department of the Treasury	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
110. *Newport, district of (R. I.).*	
1. Collector in charge	
1. Port of entry—Newport	
1. Collector's office	
1. Collector (as above)	
1. Deputy collector and clerk	
2. Inspector	
2. Ports of delivery	
1. Dutch harbor	
1. Deputy collector and inspector	
2. North Kingston [1]	
3. Tiverton [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
111. *Providence, district of (R. I.).*	
1. Collector in charge	
1. Port of entry—Providence	
1. Administrative and general	
1. Collector (as above)	
1. Deputy collector and clerk	
2. Deputy collector and inspector	
3. Examiners	
4. Inspectors	
5. Stenographer and typewriter	
6. Storekeeper	
7. Opener and packer	
8. Boatman	
2. Ports of delivery	
1. Pawtucket [1]	
2. East Greenwich [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
112. *Beaufort, district of (S. C.).*	
1. Port of entry—Beaufort	
1. Collector	
1. Deputy collector and inspector	
2. Laborer	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
113. *Charleston, district of* (*S. C.*).	
1. Port of entry—Charleston	
1. Collector	
1. Deputy collectors and clerks	
2. Inspectors	
3. Clerks	
4. Stenographers and typewriter	
5. Boatman	
6. Engineer	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
114. *Georgetown, district of (S. C.).*	
1. Port of entry—Georgetown	
1. Collector	
1. Deputy collector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
115. *Port of delivery*[1]—*Nashville*[2] (*Tenn.*).	
1. Surveyor in charge	
1. Deputy surveyor and clerk	
2. Inspector	

[1] Not a district, but head reports directly to Secretary of the Treasury.
[2] For other ports of delivery in the State, see district of New Orleans, La.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
117. *Corpus Christi, district of (Tex.).*	
1. Collector in charge	
1. Port of entry—Corpus Christi	
1. Administrative group	
1. Collector	
2. Special deputy collector	
1. Deputy collector	
2. Clerk	
3. Inspector	
2. Subports (of entry)	
1. Laredo	
1. Deputy collector (in charge)	
1. Cashier	
2. Inspector and clerk	
3. Clerk	
4. Messenger	
5. Inspectors	
6. Inspectress	
7. Mounted inspectors	
2. Aransas [1]	
3. Stations	
1. Minera	
1. Mounted inspector	
2. Darwin	
1. Mounted inspector	
3. Zapata	
1. Mounted inspector	
4. Realitos	
1. Mounted inspectors	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
118. *Galveston, district of (Tex.).*	
1. Collector in charge	
1. Port of entry—Galveston	
1. Collector's office	
1. Collector (as above)	
2. Special deputy collector	
1. Division "A"	
1. Entry section	
1. Entry clerk	
2. Bond section	
1. Bond clerk	
3. Marine section	
1. Marine clerk	
2. Division "B" (deputy collector and clerk)	
1. Liquidating section	
1. Liquidating clerk	
2. Debenture section	
1. Debenture clerk	
3. Cashier's section	
1. Cashier	
4. Auditing and bookkeeping section	
1. chief clerk and deputy collector	
3. Division "C" (appraising)	
1. Deputy collector (acting appraiser	
1. Examiners (2)	
2. Weigher	
3. Assistant weigher and admeasurer	
4. Storekeeper	
5. Opener and packer	
6. Laborer	
4. Division "D" (inspection)	
1. Chief inspector (in charge)	
1. Inspectors, day (22)	
2. Night inspectors, captain in charge (11)	
3. Clerk	
4. Boatman and searcher	
5. Engineer and boatman	
2. Subport of entry	
1. Velasco	
1. Deputy collector and inspector of customs	
2. Texas City	
1. Deputy collector and inspector of customs	
3. Port of delivery	
1. Houston [1]	
1. Surveyor	
1. Deputy surveyor and clerk	
2. Deputy surveyor	

[1] Port of district, but head reports directly to the Secretary of the Treasury.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
119. *Paso Del Norte, district of (Tex.).*	
1. Collector in charge	
1. Port of entry—El Paso	
1. Administrative and general	
1. Collector	
2. Special deputy collector	
1. Deputy collector	
2. Deputy collectors and clerks	
3. Cashier	
4. Clerks	
5. Stenographer and typewriter	
2. Storekeeper (smeller)	
1. Ore sampler	
1. Sampler and assistant storekeeper	
2. Samplers	
3. Inspector and examiner	
4. Inspector and assistant examiner	
5. Storekeeper	
6. Opener and packer	
3. Inspectors	
1. Superintendent of inspectors	
1. Inspectors	
2. Mounted inspectors	
3. Inspectress	
4. Stations	
1. Columbus	
1. Deputy collector and inspector	
1. Mounted inspectors	
2. New Bridge	
1. Night Bridge	
3. San Marcial	
1. Inspector	
4. Tucumcari	
1. Mounted inspector	
5. Ysleta	
1. Mounted inspectors	

	Reference page.
Treasury Department.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
120. *Sabine, district of (Tex.).*	
1. Collector in charge	
1. Port of entry—Port Arthur	
1. Collector's office	
1. Collector (as above)	
1. Deputy collectors and inspectors	
2. Deputy collector and clerk	
3. Inspectors	
4. Night inspector	
5. Boatman	
2. Subport of entry	
1. Sabine	
1. Deputy collector and inspector	
2. Boatman	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
121. *Saluria, district of (Tex.).*	
1. Collector in charge	
1. Port of entry—Eagle Pass	
1. Collector's office	
1. Collector (as above)	
2. Special deputy collector	
1. Cashier	
2. Deputy collector	
3. Inspectors	
4. Mounted inspectors	
5. Janitor	
6. Laborer	
2. Stations	
1. Boquillas	
1. Deputy collector	
2. Candelarea	
1. Inspector	
1. Mounted inspector	
3. Del Rio	
1. Deputy collector	
1. Mounted inspector	
4. Lajitas	
1. Inspector	
1. Mounted inspectors	
5. Langtry	
1. Deputy collector	
1. Mounted inspector	
6. Port Lavaca	
1. Deputy collector	
7. Presidio	
1. Deputy collector	
1. Mounted inspectors	
3. Ports of delivery	
1. San Antonio	
1. Clerk and inspector	
1. Mounted inspector	
2. Matagorda [1]	
3. Copano [1]	
4. Lavaca [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
122. *Utah, district of.*	
1. Port of delivery	
1. Salt Lake City	
1. Surveyor	
1. Deputy surveyor	
2. Inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
123. *Vermont, district of.*	
1. Collector in charge	
1. Port of entry—Burlington	
1. Administrative and general	
1. Collector (as above)	
1. Private secretary	
2. Deputy collectors and inspectors	
3. Inspector and gauger	
4. Deputy collectors and clerks	
5. Deputy collector, inspector, and gauger	
6. Messenger	
7. Inspectors	
8. Night inspectors	
2. Stations	
1. Noyan Junction	
1. Inspector	
2. Depot Harbor (Ontario)	
1. Deputy collector and inspector	
3. Montreal (Quebec)	
1. Deputy collector and inspector [1]	
1. Inspectors (4)	
4. East Richford, Vt	
1. Deputy collector and inspector	
5. Peel Head Bay, Canada	
1. Deputy collector and inspector	
3. Subports (of entry)	
1. Alburg	
1. Deputy collector and inspector	
1. Deputy collectors and inspectors.	
2. East Alburg	
1. Deputy collector and inspector	
1. Deputy collectors and inspectors.	
3. Richford	
1. Deputy collector and inspector	
4. Franklin	
1. Deputy collector and inspector	
5. Highgate	
1. Deputy collector and inspector	
6. Richford	
1. Deputy collector and inspector	
1. Deputy collectors and inspectors.	
7. St. Albans	
1. Deputy collector and inspector	
1. Deputy collector, inspector, and gauger	
2. Deputy collectors and inspectors.	

[1] Office vacant since Sept. 11, 1910.

	Reference page.
Department of the Treasury—Continued.	
2. Assistant Secretary—Continued.	
1. Customs Service—Continued.	
2. Collection of customs (customs districts)—Continued.	
123. *Vermont, district of*—Continued.	
1. Collector in charge—Continued.	
1. Port of entry—Burlington—Continued.	
3. Subports (of entry)—Continued.	
8. Swanton.....	
1. Deputy collector and inspector.....	
1. Deputy collectors and inspectors.	
9. West Berkshire.....	
1. Deputy collector and inspector.....	
10. Windmill Point.....	
1. Deputy collector and clerk.....	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
124. *Memphremagog, district of (Vt.).*	
1. Collector in charge	
1. Port of entry—Newport	
1. General administration	
1. Collector (as above)	
2. Special deputy collector	
2. District division (collector)	
1. Deputy collectors and inspectors	
2. Typewriter	
3. Clerk and messenger	
3. Local division	
1. Deputy collector and inspector	
1. Deputy collectors and inspectors	
4. Stations	
1. Quebec and Lewis	
1. Deputy collectors and inspectors (3).	
2. Inspector [1]	
2. Quebec and St. Johns	
1. Deputy collector and inspector	
3. Island Pond	
1. Deputy collectors and inspectors	
5. Subports	
1. Beecher Falls	
1. Deputy collectors and inspectors	
1. Inspectors	
2. Canaan	
1. Deputy collector and inspector	
1. Deputy collector and inspector	
3. Derbyline	
1. Deputy collector and inspector	
4. Island Pond	
1. Deputy collector and inspector	
5. North Troy	
1. Deputy collector and inspector	

[1] At Quebec only.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
126. *Cherrystone, district of (Va.).*	
1. Collector in charge	
1. Port of entry—Cape Charles City	
1. Administrative	
1. Collector (as above)	
2. Deputy collector and inspector	
2. Ports of delivery	
1. Snow Fall [1]	
2. Cherry Landing [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs district).	
127. *Newport News, district of (Va.).*	
1. Collector in charge	
1. Port of entry—Newport News	
1. Administrative and general	
1. Collector	
2. Special deputy collector	
1. Examiner	
2. Deputy collector and inspector	
3. Deputy collector and clerk	
4. Deputy collector and cashier	
5. Examiner and inspector	
6. Inspector	
7. Opener and packer	
8. Confidential clerk	
2. Inspection division	
1. Supervisory and inspection	
1. Inspector	
2. Deputy collector and inspector	
1. Inspectors	
2. Engineer	
2. Weighing	
1. Deputy collector and inspector	
1. Laborer	
3. Station	
1. Old Point Comfort	
1. Deputy collector	
1. Boatman	
4. Port of delivery	
1. Yorktown	
1. Deputy collector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
128. *Norfolk and Portsmouth, district of (Va.).*	
1. Collector in charge	
1. Port of entry—Norfolk and Portsmouth	
1. Administrative and general	
1. Collector	
1. Deputy collector and inspector	
2. Deputy collector and cashier	
3. Inspector and clerk	
4. Inspector	
5. Engineer	
6. Boatman	
7. Deckhand	
2. Ports of delivery	
1. Suffolk [1]	
2. Smithfield [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
129. *Petersburg, district of (Va.).*	
1. Port of entry—Petersburg, to City Point	
1. Collector	
1. Deputy collector and clerk	
2. Deputy collector and inspector	
3. Storekeeper	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
130. *Richmond, district of (Va.).*	
1. Collector in charge	
1. Port of entry—Richmond	
1. Administrative and general	
1. Collector	
1. Deputy collector and inspector	
2. Deputy collector and cashier	
3. Inspector	
2. Subport	
1. West Point	
1. Deputy collector and inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
131. *Tappahannock, district of* (*Va.*).	
1. Collector in charge	
1. Port of entry—Tappahannock	
1. Administrative and general	
1. Collector	
1. Deputy collector	
2. Ports of delivery	
1. Port Royal [1]	
2. Fredericksburg [1]	
3. Yoocomico [1]	

[1] No officers here.

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
1. Customs Service.	
2. Collection of customs (customs districts).	
132. *Milwaukee, district of* (*Wis.*).	
1. Collector in charge	
1. Port of entry—Milwaukee	
1. Collector's office	
1. Collector (as above)	
2. Special deputy collector	
1. Deputy collectors	
2. Weigher and gauger	
3. Inspectors	
4. Clerk	
5. Stenographer and typewriter	
2. Stations	
1. Keewaunee	
1. Deputy collector and inspector	
2. Marinette	
1. Deputy collector and inspector	
3. Manitowoc	
1. Deputy collector and inspector	
4. Mineral Point	
1. Deputy collector and inspector	
5. Oshkosh	
1. Deputy collector and inspector	
6. Sturgeon Bay	
1. Deputy collector and inspector	
3. Ports of delivery	
1. Green Bay	
1. Deputy collector and inspector	
2. Kenosha	
1. Deputy collector and inspector	
3. Racine	
1. Deputy collector and inspector	
4. Sheboygan	
1. Deputy collector and inspector	
5. Depere	
1. Deputy collector and inspector	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
2. *Division of Appointments.*	
1. Office proper of chief of division	
2. Personnel	
3. Customs service expenditures	
4. Files	

	Reference page.
Department of the Treasury.	
3. Assistant Secretary.	
2. *Division of Mails and Files.*	
1. Office proper of chief of division	
2. Files of Secretary's Office	
3. Public documents	

	Reference page.
Department of the Treasury.	
3. Assistant Secretary.	
3. *Division of Printing and Stationery.*	
1. Office proper of the chief of division	
2. Storeroom	

	Reference page.
Department of the Treasury.	
3. Assistant Secretary.	
5. *Division of Loans and Currency.*	
1. Office proper of chief of division and financial section	
2. Bonds	
3. Redeemed paper money	
4. Blank paper storage	
5. Government mill for manufacture of distinctive paper (Crane & Co. Paper Mill, Pittsfield, Mass.)	
6. Custodian of dies, rolls, and plates	

	Reference page.
Department of the Treasury.	
3. Assistant Secretary.	
8. *Auditors.*	
1. Auditor of the Treasury Department	146
2. Auditor for the War Department	147
3. Auditor for the Interior Department	148
4. Auditor for the Navy Department	149
5. Auditor for the State and Other Departments	150
6. Auditor for the Post Office Department	151

	Reference page.
Department of the Treasury.	
3. Assistant Secretary.	
8. Auditors.	
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4. Mixing	
5. Grinding	
11. Engineering and machine division	
1. Office proper of chief of division	
2. Machine shop	
3. Electrical shop	
4. Blacksmith shop	
5. Plumbing shop	
6. Carpentry and pattern making	
7. Painting	
8. Engine and boiler house	
9. Macerator	
10. Ice making	
11. Rag laundry	
12. Yard	
12. Stables	

	Reference page.
Department of the Treasury.	
3. Assistant Secretary.	
14. *Comptroller of the Currency.*	
1. General administration	
1. Office proper of the Comptroller of the Currency	
2. Deputy comptroller	
3. Deputy comptroller	
4. Chief clerk	
2. Insolvent Bank Division	
1. Office proper of chief clerk	
2. Legal [1]	
3. Organization Division	
4. Division of reports	
5. Division of issues	
6. Redemption Division	
1. Macerator	
7. Bookkeeping Division	
8. Bond Division	
9. Field service	
1. National-bank examiners [1]	
2. Receivers, attorneys, and clerks [1]	

[1] Not on Government pay roll.

	Reference page.
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3. Assistant Secretary.	
15. *Secret Service Division.*	
1. Office proper of chief of division	
2. Field force [1]	
1. District No. 1	
2. District No. 2	
3. District No. 3	
4. District No. 4	
5. District No. 5	
6. District No. 6	
7. District No. 7	
8. District No. 8	
9. District No. 9	
10. District No. 10	
11. District No. 11	
12. District No. 12	
13. District No. 13	
14. District No. 14	
15. District No. 15	
16. District No. 16	
17. District No. 17	
18. District No. 18	
19. District No. 19	
20. District No. 20	
21. District No. 21	
22. District No. 22	
23. District No. 23	
24. District No. 24	
25. District No. 25	
26. District No. 26	
27. District No. 27	
28. District No. 28	
29. District No. 29	

[1] Each district includes the following classes of employees: (1) Operators; (2) special operators; (3) assistant operators.

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4. Assistant Secretary.	
1. *Office of the Supervising Architect of the Treasury.*	
1. General administration	
1. Office proper of Supervising Architect of the Treasury	
2. Executive offices	
1. Law and Record Division	
1. Office proper of chief of division	
2. Contracts	
3. Mails and files	
2. Accounts Division	
1. Office proper of chief of division	
2. Supplies	
2. Technical Division	
1. Office proper of chief of division	
3. Drafting Division	
1. Office proper of superintendent of division	
2. Architectural	
3. Structural	
4. Mechanical	
1. Office proper of chief mechanical engineer	
2. Mechanical operations and maintenance and repair of public buildings	
3. Inspection of mechanical appliances (traveling)	
5. Duplicating gallery	
6. Photographic gallery	
4. Computing Division	
1. Office proper of superintendent of division	
2. Samples	
5. Inspection Division	
1. Office proper of chief of division	
2. Vault and lock shop	
3. Physical operations, maintenance, and repair of public buildings [1]	
4. Inspection of public buildings (traveling)	
5. Superintendence of construction [2]	
6. Equipment Division	
1. Office proper of chief of division	
2. Inspection of furniture and carpets in public buildings (traveling)	

[1] The subordinate units are the public buildings listed under 1-4-1-3-4-2.
[2] The subordinate units are the public buildings under construction.

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34. North Carolina	215
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4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
1. *Alabama.*	
1. Anniston	
1. Post office	
2. Bessemer	
1. Post office	
3. Birmingham	
1. Courthouse and post office	
4. Dothan	
1. Post office	
5. Gadsden	
1. Post office	
6. Huntsville	
1. Courthouse and post office	
7. Mobile	
1. Customhouse	
2. Marine hospital	
8. Montgomery	
1. Courthouse and post office	
9. Selma	
1. Post office	
10. Tuscaloosa	
1. Courthouse and post office	

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4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
2. *Alaska.*	
1. Forty Mile	
1. Post office	
2. Juneau	
1. Customhouse	
3. Kodiak	
1. Customhouse	
4. Nome	
1. Customhouse	
5. Sand Point	
1. Customhouse	
6. Sitka	
1. Customhouse	
7. Unalaska	
1. Customhouse	
8. Wrangell	
1. Customhouse	

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4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance of repair of public buildings.	
3. *Arizona.*	
1. Yuma	
1. Post office	

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4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
4. *Arkansas.*	
1. Batesville	
1. Post office	
2. Camden	
1. Post office	
3. Fayetteville	
1. Post office	
4. Fort Smith	
1. Courthouse and post office	
5. Harrison	
1. Courthouse and post office	
6. Helena	
1. Courthouse and post office	
7. Hot Springs	
1. Post office	
8. Little Rock	
1. Courthouse and post office	
2. Courthouse and post office (new)	
9. Pine Bluff	
1. Post office	
10. Texarkana	
1. Courthouse and post office	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical operation and maintenance and repair of public buildings.	
5. *California.*	
1. Eureka	
1. Customhouse	
2. Fresno	
1. Courthouse and post office	
3. Los Angeles	
1. Courthouse and post office	
4. Monterey	
1. Customhouse	
5. Oakland	
1. Post office	
6. Sacramento	
1. Post office	
7. San Francisco	
1. Customhouse	
2. Appraisers' stores	
3. Marine hospital	
4. Courthouse and post office	
5. Mint	
6. Quarantine station	
7. Subtreasury	
8. San Jose	
1. Subtreasury	
2. Post office	
9. Santa Rosa	
1. Post office	
10. Stockton	
1. Post office	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
6. *Colorado.*	
1. Boulder	
1. Post office	
2. Colorado Springs	
1. Courthouse and post office	
3. Denver	
1. Courthouse and post office	
2. Mint	
4. Leadville	
1. Post office	
5. Pueblo	
1. Post office	
6. Trinidad	
1. Post office	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings	
7. *Connecticut.*	
1. Bridgeport	
1. Post office	
2. Hartford	
1. Customhouse	
3. Meriden	
1. Post office	
4. Middletown	
1. Customhouse	
5. New Britain	
1. Post office	
6. New Haven	
1. Customhouse	
7. New London	
1. Customhouse	
2. Post office	
8. Norwich	
1. Post office	
9. Torrington	
1. Post office	
10. Waterbury	
1. Post office	
11. Williamantic	
1. Post office	

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4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
8. *Delaware.*	
1. Dover	
1. Post office	
2. Lewes	
1. Breakwater quarantine tation	
3. Milford	
1. Post office	
4. Port Penn	
1. Ready Island quarantine station	
5. Wilmimgton	
1. Courthouse and post office	
2. Customhouse	

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4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
9. *District of Columbia.*	
1. Washington.....	
1. Marine Hospital (Hygienic Laboratory)..	
2. Customhouse.....	
3. Treasury, Butler, and Winder Buildings.	

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4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
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2. Mechanical Operations and Maintenance and Repair of Public Buildings.	
10. *Florida.*	
1. Fernandina	
1. Customhouse	
2. Cumberland Sound quarantine station	
2. Gainesville	
1. Post office	
3. Jacksonville	
1. Customhouse	
4. Key West	
1. Customhouse	
2. Marine hospital	
5. Miami	
1. Biscayne Bay quarantine station	
6. Ocala	
1. Courthouse and post office	
7. Pensacola	
1. Customhouse	
2. Quarantine station	
8. Punta Gorda	
1. Boca Grande quarantine station	
9. St. Augustine	
1. Customhouse	
10. Tallahassee	
1. Customhouse and post office	
11. Tampa	
1. Customhouse	
12. Tampa Bay	
1. Quarantine station	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical Operations and Maintenance and Repair of Public Buildings.	
11. *Georgia.*	
1. Americus	
1. Post office	
2. Athens	
1. Courthouse and post office	
3. Atlanta	
1. Courthouse and post office	
4. Augusta	
1. Courthouse and post office	
5. Brunswick	
1. Customhouse	
2. Quarantine station	
6. Columbus	
1. Post office	
7. Dalton	
1. Post office	
8. Gainesville	
1. Post office	
9. Inverness	
1. South Atlantic quarantine station	
10. Macon	
1. Courthouse and post office	
11. Marietta	
1. Post office	
12. Rome	
1. Post office	
13. Savannah	
1. Courthouse and post office	
2. Quarantine station	
3. Customhouse	
4. Marine hospital	
14. Valdosta	
1. Courthouse and post office	

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1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical Operations and Maintenance and Repair of Public Buildings.	
12. *Hawaii.*	
1. Hilo	
1. Customhouse	
2. Post office	
2. Honolulu	
1. Customhouse	
2. Post office	
3. Quarantine station	
4. Appraisers' stores	
3. Kahului	
1. Customhouse	

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4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
13. *Idaho*.	
1. Boise.....	
1. Post office.....	
2. Assay office.....	

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3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
14. *Illinois.*	
1. Aurora	
1. Post office	
2. Bloomington	
1. Post office	
3. Cairo	
1. Customhouse	
2. Marine hospital	
4. Champaign	
1. Post office	
5. Chicago	
1. Appraisers' stores	
2. Barge office	
3. Courthouse and post office	
4. Marine hospital	
6. Danville	
1. Post office	
7. Decatur	
1. Post office	
8. De Kalb	
1. Post office	
9. Dixon	
1. Post office	
10. East St. Louis	
1. Courthouse and post office	
11. Elgin	
1. Post office	
12. Evanston	
1. Post office	
13. Freeport	
1. Post office	
14. Galena	
1. Customhouse	
15. Galesburg	
1. Post office	
16. Jacksonville	
1. Post office	
17. Joliet	
1. Post office	
18. Kankakee	
1. Post office	
19. Kewanee	
1. Post office	
20. Moline	
1. Post office	
21. Monmouth	
1. Post office	
22. Oak Park	
1. Post office	
23. Ottawa	
1. Post office	
24. Pekin	
1. Post office	
25. Peoria	
1. Courthouse and post office	

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4. Mechanical—Continued.	
2. Mechanical operations and maintenance and repair of public buildings—Continued.	
14. *Illinois*—Continued.	
26. Quincy.....	
1. Courthouse and post office.....	
27. Rockford.....	
1. Post office.....	
28. Rock Island.....	
1. Post office.....	
29. Springfield.....	
1. Courthouse and post office.....	
30. Sterling.....	
1. Post office.....	
31. Streator.....	
1. Post office.....	

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4. Mechanical	
2. Mechanical operations and maintenance and repair of public buildings	
15. *Indiana*	
1. Anderson	
1. Post office	
2. Bedford	
1. Post office	
3. Crawfordsville	
1. Post office	
4. Elkhart	
1. Post office	
5. Evansville	
1. Customhouse	
2. Marine hospital	
6. Fort Wayne	
1. Courthouse and post office	
7. Hammond	
1. Courthouse and post office	
8. Indianapolis	
1. Courthouse and post office	
9. La Fayette	
1. Post office	
10. Logansport	
1. Post office	
11. Madison	
1. Post office	
12. Marion	
1. Post office	
13. Michigan City	
1. Post office	
14. Muncie	
1. Post office	
15. New Albany	
1. Courthouse and post office	
16. Richmond	
1. Post office	
17. South Bend	
1. Post office	
18. Terre Haute	
1. Post office	
19. Vincennes	
1. Post office	

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4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
16. *Iowa.*	
1. Atlantic	
1. Post office	
2. Boore	
1. Post office	
3. Burlington	
1. Post office	
4. Cedar Rapids	
1. Post office	
5. Centerville	
1. Post office	
6. Clarinda	
1. Post office	
7. Clinton	
1. Post office	
8. Council Bluffs	
1. Post office	
9. Creston	
1. Post office	
10. Davenport	
1. Courthouse and post office	
11. Des Moines	
1. Courthouse and post office	
12. Dubuque	
1. Customhouse	
13. Fort Dodge	
1. Post office	
14. Iowa City	
1. Post office	
15. Keokuk	
1. Customhouse and post office	
16. Marshalltown	
1. Post office	
17. Mason City	
1. Post office	
18. Muscatine	
1. Post office	
19. Oskaloosa	
1. Post office	
20. Ottumwa	
1. Post office	
21. Shenandoah	
1. Post office	
22. Sioux City	
1. Customhouse	
23. Waterloo	
1. Courthouse and post office	
24. Webster City	
1. Post office	

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4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
18. *Kentucky.*	
1. Carrollton	
1. Post office	
2. Covington	
1. Courthouse and post office	
3. Danville	
1. Post office	
4. Frankfort	
1. Courthouse and post office	
5. Henderson	
1. Post office	
6. Lewiston	
1. Post office	
7. London	
1. Courthouse and post office	
8. Louisville	
1. Courthouse and post office	
2. Marine hospital	
9. Mayfield	
1. Post office	
10. Maysville	
1. Post office	
11. Newport	
1. Post office	
12. Owensboro	
1. Courthouse and post office	
2. Post office (new)	
13. Paducah	
1. Courthouse and post office	
14. Paris	
1. Post office	
15. Richmond	
1. Post office	
16. Versailles	
1. Post office	

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4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
19. *Louisiana.*	
1. Alexandria	
1. Customhouse	
2. Baton Rouge	
1. Post office	
3. Monroe	
1. Courthouse and post office	
4. Natchitoches	
1. Post office	
5. New Iberia	
1. Post office	
6. New Orleans	
1. Marine hospital	
2. Customhouse	
3. Subtreasury	
4. Mint	
7. Opelousas	
1. Courthouse and post office	
8. Ruston	
1. Post office	
9. Shreveport	
1. Courthouse and post office	

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4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
20. *Maine.*	
1. Auburn	
1. Post office	
2. Augusta	
1. Courthouse and post office	
3. Bangor	
1. Customhouse	
4. Bar Harbor	
1. Post office	
5. Bath	
1. Customhouse	
6. Belfast	
1. Customhouse	
7. Castine	
1. Customhouse	
8. Eastport	
1. Customhouse	
9. Ellsworth	
1. Customhouse	
10. Houlton	
1. Customhouse	
11. Kennebunk	
1. Customhouse	
12. Lewiston	
1. Post office	
13. Machias	
1. Customhouse	
14. Portland	
1. Courthouse (new)	
2. Courthouse and post office	
3. Marine hospital	
4. Customhouse	
5. Quarantine station	
15. Rockland	
1. Customhouse	
16. Vanceboro	
1. Customhouse	
17. Waldoboro	
1. Customhouse	
18. Wiscasset	
1. Customhouse	

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4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
21. *Maryland.*	
1. Annapolis	
1. Post office	
2. Baltimore	
1. Appraisers' stores	
2. Marine hospital	
3. Courthouse and post office	
4. Customhouse	
3. Cumberland	
1. Courthouse and post office	
4. Hagerstown	
1. Post office	

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4. Mechanical.	
2. Mechanical Operations and Maintenance and Repair of Public Buildings.	
22. *Massachusetts.*	
1. Amesbury	
1. Post office	
2. Barnstable	
1. Customhouse	
3. Boston	
1. Customhouse	
2. Marine hospital	
3. Post office and subtreasury	
4. Brockton	
1. Post office	
5. Fall River	
1. Customhouse	
6. Fitchburg	
1. Post office	
7. Gloucester	
1. Customhouse	
8. Haverhill	
1. Post office	
9. Holyoke	
1. Post office	
10. Lawrence	
1. Post office	
11. Lowell	
1. Post office	
12. Lynn	
1. Post office	
13. Marblehead	
1. Post office	
14. Martinsburg	
1. Courthouse and post office	
15. New Bedford	
1. Customhouse	
2. Post office	
16. Newburyport	
1. Customhouse	
17. North Adams	
1. Post office	
18. Northampton	
1. Post office	
19. Pittsfield	
1. Post office	
20. Quincy	
1. Customhouse	
21. Salem	
1. Customhouse	
22. Springfield	
1. Post office	
23. Taunton	
1. Post office	
24. Vineyard Haven	
1. Marine hospital	
25. Worcester	
1. Post office	

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4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical Operations and Maintenance and Repair of Public Buildings.	
23. *Michigan.*	
1. Adrian	
1. Post office	
2. Ann Arbor	
1. Post office	
3. Battle Creek	
1. Post office	
4. Bay City	
1. Customhouse	
5. Bessemer	
1. Customhouse	
6. Coldwater	
1. Post office	
7. Detroit	
1. Courthouse and post office	
2. Customhouse	
3. Marine hospital	
8. Escanaba	
1. Post office	
9. Flint	
1. Post office	
10. Grand Haven	
1. Post office	
11. Grand Rapids	
1. Courthouse and post office	
12. Jackson	
1. Post office	
13. Kalamazoo	
1. Post office	
14. Lansing	
1. Post office	
15. Manistee	
1. Post office	
16. Marquette	
1. Courthouse and post office	
17. Menominee	
1. Post office	
18. Muskegon	
1. Courthouse and post office	
19. Niles	
1. Post office	
20. Owosso	
1. Post office	
21. Port Huron	
1. Customhouse	
22. Saginaw	
1. Post office	
23. Sault Ste. Marie	
1. Post office	
24. Traverse City	
1. Post office	

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4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical Operations and Maintenance and Repair of Public Buildings.	
24. *Minnesota.*	
1. Albert Lea	
1. Post office	
2. Alexandria	
1. Post office	
3. Crookston	
1. Post office	
4. Duluth	
1. Customhouse	
5. Fergus Falls	
1. Courthouse and post office	
6. Mankato	
1. Courthouse and post office	
7. Minneapolis	
1. Post office	
8. New Ulm	
1. Post office	
9. Red Wing	
1. Post office	
10. St. Cloud	
1. Post office	
11. St. Paul	
1. Courthouse and post office	
2. Customhouse	
12. Stillwater	
1. Post office	
13. Winona	
1. Courthouse and post office	

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4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical Operations and Maintenance and Repair of Public Buildings.	
25. *Mississippi.*	
1. Aberdeen	
1. Courthouse and post office	
2. Biloxi	
1. Post office	
3. Columbus	
1. Post office	
4. Greenville	
1. Post office	
5. Gulfport	
1. Customhouse	
6. Jackson	
1. Post office	
7. Meridian	
1. Post office	
8. Natchez	
1. Post office	
9. Oxford	
1. Courthouse and post office	
10. Ship Island	
1. Gulf quarantine station	
11. Vicksburg	
1. Customhouse	
12. Yazoo	
1. Post office	

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4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical Operations and Maintenance and Repair of Public Buildings.	
26. *Missouri.*	
1. Cape Girardeau	
1. Post office	
2. Carthage	
1. Post office	
3. Columbia	
1. Post office	
4. Hannibal	
1. Post office	
5. Jefferson City	
1. Courthouse and post office	
6. Joplin	
1. Post office	
7. Kansas City	
1. Courthouse and post office	
8. Kirksville	
1. Post office	
9. Louisiana	
1. Post office	
10. Moberly	
1. Post office	
11. Nevada	
1. Post office	
12. St. Charles	
1. Post office	
13. St. Joseph	
1. Post office	
14. St. Louis	
1. Appraiser's stores	
2. Customhouse	
3. Post office	
4. Marine hospital	
15. Sedalia	
1. Post office	
16. Springfield	
1. Courthouse and post office	

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1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
27. *Montana.*	
1. Butte	
1. Post office	
2. Helena	
1. Post office	
2. Assay office	

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4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
28. *Nebraska.*	
1. Beatrice	
1. Post office	
2. Blair	
1. Post office	
3. Freemont	
1. Post office	
4. Grand Island	
1. Courthouse and post office	
5. Hastings	
1. Post office	
6. Lincoln	
1. Courthouse and post office	
7. Nebraska City	
1. Courthouse and post office	
8. Norfolk	
1. Post office	
9. Omaha	
1. Courthouse and post office	
10. South Omaha	
1. Post office	
11. York	
1. Post office	

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4. Assistant Secretary.	
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4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
29. *Nevada.*	
1. Carson City.....	
1. Courthouse and post office.....	
2. Mint.....	
2. Reno.....	
1. Post office.....	

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1. Office of the Supervising Architect of the Treasury.	
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4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
30. *New Hampshire.*	
1. Concord	
1. Post office	
2. Dover	
1. Post office	
3. Manchester	
1. Post office	
4. Nashua	
1. Post office	
5. Portsmouth	
1. Post office	

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4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
31. *New Jersey.*	
1. Atlantic City	
1. Post office	
2. Bridgeton	
1. Customhouse	
3. Camden	
1. Customhouse	
4. Camp Low	
1. Sandy Hook Quarantine Station	
5. Elizabeth	
1. Post office	
6. Hoboken	
1. Post office	
7. Jersey City	
1. Courthouse and post office	
8. Newark	
1. Customhouse	
9. New Brunswick	
1. Post office	
10. Paterson	
1. Post office	
11. Perth Amboy	
1. Courthouse and post office	
12. Trenton	
1. Courthouse and post office	

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1. Office of the Supervising Architect of the Treasury.	
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4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
32. *New Mexico.*	
1. Albuquerque	
1. Post office	
2. Fort Stanton	
1. Sanitarium	
3. Santa Fe	
1. Courthouse	

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4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
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4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
33. *New York.*	
1. Albany	
1. Customhouse	
2. Auburn	
1. Courthouse and post office	
3. Binghamton	
1. Courthouse and post office	
4. Brooklyn	
1. Courthouse and post office	
5. Buffalo	
1. Customhouse	
2. Post office	
3. Marine hospital	
6. Canandaiga	
1. Post office	
7. Corning	
1. Post office	
8. Elmira	
1. Courthouse and post office	
9. Geneva	
1. Post office	
10. Gloversville	
1. Post office	
11. Ithaca	
1. Post office	
12. Jamestown	
1. Post office	
13. Kingston	
1. Post office	
14. Little Falls	
1 Post office	
15. Lockport	
Courthouse and post office	
16. Newburgh	
1 Post office	
17. New York	
1. Appraisers' warehouse	
2. Assay office	
3. Barge office	
4. Courthouse and post office	
5. Customhouse	
6. Marine hospital	
7. Subtreasury	
18. Niagara Falls	
1. Customhouse	
2. Post office	
19. Ogdensburg	
1. Customhouse	
20. Oswego	
1. Customhouse	
21. Plattsburg	
1. Customhouse	
22. Poughkeepsie	
1. Post office	

	Reference page.
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4. Mechanical—Continued.	
2. Mechanical operations and maintenance and repair of public buildings—Continued.	
33. *New York*—Continued.	
23. Rochester	
1. Courthouse and post office	
24. Rome	
1. Post office	
25. Sag Harbor	
1. Customhouse	
26. Syracuse	
1. Courthouse and post office	
27. Troy	
1. Courthouse and post office	
28. Utica	
1. Courthouse and post office	
29. Watertown	
1. Post office	

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1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
34. *North Carolina.*	
1. Asheville	
1. Courthouse and post office	
2. Charlotte	
1. Courthouse and post office	
2. Assay office	
3. Durham	
1. Post office	
4. Fayettevilie	
1. Post office	
5. Goldsboro	
1. Post office	
6. Greensboro	
1. Courthouse and post office	
7. Newbern	
1. Customhouse	
8. Raleigh	
1. Courthouse and post office	
9. Reidsville	
1. Customhouse	
10. Salisbury	
1. Post office	
11. Southport	
1. Cape Fear Quarantine Station	
12. Statesville	
1. Courthouse and post office	
13. Washington	
1. Courthouse and post office	
14. Wilmington	
1. Courthouse and post office	
2. Customhouse	
3. Marine hospital	
15. Winston	
1. Post office	

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4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
35. *North Dakota.*	
1. Devils Lake	
1. Courthouse and post office	
2. Fargo	
1. Courthouse and post office	
3. Grand Forks	
1. Post office	

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4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
36. *Ohio.*	
1. Akron	
1. Post office	
2. Athens	
1. Post office	
3. Canton	
1. Post office	
4. Chillicothe	
1. Post office	
5. Cincinnati	
1. Customhouse	
2. Marine hospital	
6. Cleveland	
1. Barge office	
2. Courthouse and post office	
3. Marine hospital	
7. Columbus	
1. Courthouse and post office	
8. Dayton	
1. Post office	
9. East Liverpool	
1. Post office	
10. Findlay	
1. Post office	
11. Greenville	
1. Post office	
12. Hamilton	
1. Post office	
13. Lancaster	
1. Post office	
14. Lima	
1. Post office	
15. Marietta	
1. Post office	
16. Marion	
1. Post office	
17. Portsmouth	
1. Post office	
18. Sandusky	
1. Customhouse	
19. Springfield	
1. Post office	
20. Toledo	
1. Customhouse	
21. Warren	
1. Post office	
22. Youngstown	
1. Post office	
23. Zanesville	
1. Post office	

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4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
37. *Oklahoma.*	
1. Guthrie	
1. Courthouse and post office	
2. Kingfisher	
1. Post office	
3. Perry	
1. Post office	

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4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
38. *Oregon.*	
1. Astoria	
1. Customhouse	
2. Columbia River quarantine station	
2. Baker City	
1. Post office	
3. Eugene	
1. Post office	
4. Portland	
1. Courthouse and post office	
2. Customhouse	
5. Salem	
1. Post office	

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1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
39. *Pennsylvania.*	
1. Allegheny	
1. Post office	
2. Allentown	
1. Post office	
3. Altoona	
1. Courthouse and post office	
4. Beaver Falls	
1. Post office	
5. Carlisle	
1. Post office	
6. Chester	
1. Post office	
7. Erie	
1. Courthouse and post office	
8. Harrisburg	
1. Post office	
9. Hazelton	
1. Post office	
10. Lancaster	
1. Post office	
11. Lebanon	
1. Post office	
12. McKeesport	
1. Customhouse	
13. Meadville	
1. Post office	
14. New Brighton	
1. Post office	
15. Newcastle	
1. Post office	
16. Norristown	
1. Post office	
17. Oil City	
1. Post office	
18. Philadelphia	
1. Appraisers' stores	
2. Courthouse and post office	
3. Marine hospital	
4. Customhouse	
5. Mint	
19. Pittsburgh	
1. Courthouse and post office	
2 Marine hospital	
20. Pottsville	
1. Post office	
21. Reading	
1. Post office	
22. Scranton	
1. Post office	
23. Sharon	
1. Post office	
24. Washington	
1. Post office	

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1. Office of the Supervising Architect of the Treasury—Continued.	
3. Drafting Division—Continued.	
4. Mechanical—Continued.	
2. Mechanical operations and maintenance and repair of public buildings—Continued.	
39. *Pennsylvania*—Continued.	
25. West Chester.....	
1. Post office.....	
26. Wilkes Barre.....	
1. Post office.....	
27. Williamsport.....	
1. Courthouse and post office.....	
28. York.....	
1. Post office.....	

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1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical Operations and Maintenance and Repair of Public Buildings.	
40. *Porto Rico.*	
1. Humacao.....	
1. Customhouse.....	
2. Mayaguez.....	
1. Customhouse.....	
3. Ponce.....	
1. Customhouse.....	

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1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical Operations and Maintenance and Repair of Public Buildings.	
41. *Rhode Island.*	
1. Bristol	
1. Customhouse	
2. Newport	
1. Customhouse	
3. Pawtucket	
1. Post office	
4. Providence	
1. Courthouse and post office	
2. Customhouse	

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1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical Operations and Maintenance and Repair of Public Buildings.	
42. *South Carolina.*	
1. Anderson	
1. Post office	
2. Beaufort	
1. Quarantine station	
3. Charleston	
1. Courthouse and post office	
2. Customhouse	
3. Quarantine station	
4. Chester	
1. Post office	
5. Columbia	
1. Courthouse and post office	
6. Florence	
1. Post office	
7. Georgetown	
1. Customhouse	
2. Quarantine station	
8. Greenville	
1. Courthouse and post office	
9. Port Royal	
1. Quarantine station	
10. Rock Hill	
1. Post office	
11. Spartanburg	
1. Post office	
12. Sumter	
1. Post office	

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1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical Operations and Maintenance and Repair of Public Buildings.	
43. *South Dakota.*	
1. Aberdeen	
1. Post office	
2. Deadwood	
1. Courthouse and post office	
3. Mitchell	
1. Post office	
4. Pierre	
1. Courthouse and post office	
5. Sioux Falls	
1. Courthouse and post office	
6. Watertown	
1. Post office	
7. Yankton	
1. Post office	

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3. Drafting division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
44. *Tennessee.*	
1. Bristol	
1. Customhouse	
2. Chattanooga	
1. Courthouse and post office	
3. Clarksville	
1. Post office	
4. Columbia	
1. Post office	
5. Greenville	
1. Courthouse and post office	
6. Jackson	
1. Courthouse and post office	
7. Johnson City	
1. Post office	
8. Knoxville	
1. Courthouse and post office	
9. Memphis	
1. Customhouse	
2. Marine Hospital	
10. Nashville	
1. Customhouse	
11. Paris	
1. Courthouse and post office	

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3. Drafting division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
45. *Texas.*	
1. Abilene	
1. Courthouse and post office	
2. Austin	
1. Courthouse and post office	
3. Beaumont	
1. Courthouse and post office	
4. Brownsville	
1. Customhouse	
5. Corsicana	
1. Post office	
6. Dallas	
1. Courthouse and post office	
7. El Paso	
1. Customhouse	
8. Fort Worth	
1. Post office	
9. Gainesville	
1. Post office	
10. Galveston	
1. Customhouse	
2. Appraisers' stores	
11. Gonzales	
1. Post office	
12. Greenville	
1. Post office	
13. Houston	
1. Post office	
14. Jefferson	
1. Courthouse and post office	
15. Laredo	
1. Post office	
16. San Antonio	
1. Courthouse and post office	
2. Quarantine station	
17. Sherman	
1. Courthouse and post office	
18. Texarkana	
1. Courthouse	
19. Tyler	
1. Courthouse and post office	
20. Waco	
1. Courthouse and post office	

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4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
46. *Utah*.	
1. Logan	
1. Post office	
2. Ogden	
1. Courthouse and post office	
3. Provo	
1. Post office	
4. Salt Lake City	
1. Courthouse and post office	

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3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
47. *Vermont.*	
1. Burlington	
1. Customhouse	
2. Montpelier	
1. Courthouse and post office	
3. Newport	
1. Courthouse and post office	
4. Rutland	
1. Courthouse and post office	
5. St. Albans	
1. Customhouse	
6. Windsor	
1. Courthouse and post office	

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1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
48. *Virginia.*	
1. Abington	
1. Courthouse and post office	
2. Alexandria	
1. Post office	
3. Charlottesville	
1. Courthouse and post office	
4. Clifton Forge	
1. Post office	
5. Danville	
1. Courthouse and post office	
6. Fishermans Island	
1. Cape Charles Quarantine Station	
7. Fredericksburg	
1. Post office	
8. Harrisonburg	
1. Courthouse and post office	
9. Jamestown	
1. Post office	
10. Lynchburg	
1. Courthouse and post office	
11. Manchester	
1. Post office	
12. Martinsville	
1. Post office	
13. Newport News	
1. Customhouse	
14. Norfolk	
1. Courthouse and post office	
2. Customhouse	
15. Petersburg	
1. Customhouse	
16. Portsmouth	
1. Customhouse	
17. Richmond	
1. Customhouse	
18. Roanoke	
1. Post office	
19. Staunton	
1. Post office	
20. Winchester	
1. Post office	

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4. Assistant Secretary.	
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3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
49. *Washington.*	
1. Port Townsend	
1. Customhouse	
2. Marine Hospital	
3. Quaratine Station	
2. Seattle	
1. Customhouse	
3. Spokane	
1. Courthouse and post office	
4. Tacoma	
1. Customhouse	

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1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
50. *West Virginia.*	
1. Bluefield	
1. Courthouse and post office	
2. Charleston	
1. Courthouse and post office	
3. Clarksburg	
1. Courthouse and post office	
4. Huntington	
1. Courthouse and post office	
5. Parkersburg	
1. Courthouse and post office	
6. Wheeling	
1. Courthouse and post office	

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Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury.	
3. Drafting Division.	
4. Mechanical.	
2. Mechanical operations and maintenance and repair of public buildings.	
51. *Wisconsin.*	
1. Ashland	
1. Post office	
2. Baraboo	
1. Post office	
3. Chippewa Falls	
1. Post office	
4. Eau Claire	
1. Courthouse and post office	
5. Fond du Lac	
1. Post office	
6. Green Bay	
1. Courthouse and post office	
7. Janesville	
1. Post office	
8. Kenosha	
1. Post office	
9. La Crosse	
1. Courthouse and post office	
10. Madison	
1. Courthouse and post office	
11. Manitowoc	
1. Post office	
12. Milwaukee	
1. Courthouse and post office	
13. Oshkosh	
1. Courthouse and post office	
14. Platteville	
1. Post office	
15. Racine	
1. Customhouse	
16. Sheboygan	
1. Customhouse	
17. Superior	
1. Customhouse	
18. Wausau	
1. Post office	
19. Marinette	
1. Post office	

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4. Assistant Secretary.	
1. Office of the Supervising Architect of the Treasury	
3. Drafting Division	
4. Mechanical	
2. Mechanical operations and maintenance and repair of public buildings.	
52. *Wyoming.*	
1. Cheyenne	
1. Post office	
2. Evanston	
1. Courthouse and post office	
3. Laramie	
1. Post office	
4. Rawlings	
1. Post office	
5. Sheridan	
1. Courthouse and post office	

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2. *Internal Revenue.*	
1. Internal Revenue (general administration)	235
2. Collection districts	237

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2. Internal Revenue.	
1. *Internal Revenue Bureau (general administration).*	
1. Office proper of Commissioner of Internal Revenue	
2. Solicitor of Internal Revenue	
3. First Deputy Commissioner of Internal Revenue	
1. Chief clerk	
1. Office proper of chief clerk	
2. Mail room	
3. Mail registry	
4. Blank rooms	
5. Statistics	
6. Files	
2. Accounts Division	
3. Law Division	
1. Office proper of chief of division	
2. Special tax	
4. Spirits Division	
1. Office proper of chief of division	
2. Gaugers	
3. Distillers	
5. Revenue Agents' Division	236
4. Second Deputy Commissioner of Internal Revenue	
1. Assessment Division	
1. Office proper of chief of division	
2. Assessments and collections	
3. Bonded accounts	
2. Chemistry Division	
3. Claims Division	
4. Corporation Tax Division	
1. Office proper of chief of division	
2. Correspondence	
3. Assessments	
4. Files	
5. Stamp Division	
1. Office proper of chief of division	
2. Stamp vault and shipping	
3. Auditing coupon books	
4. Bookkeeping	
6. Tobacco Division	
7. Miscellaneous Division	
1. Office proper of chief of division	
2. Examining	

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Department of the Treasury.	
4. Assistant Secretary.	
2. Internal Revenue.	
1. Internal Revenue Bureau (general administration).	
3. First Deputy Commissioner of Internal Revenue.	
5. *Revenue Agents Division.*	
1. Chief of Revenue Agents	
2. Revenue Agents Divisions	
1. District No. 1. Boston, Mass	
2. District No. 2. New York, N. Y	
3. District No. 3. Albany, N. Y	
4. District No. 4. Philadelphia, Pa	
5. District No. 5. Pittsburgh, Pa	
6. District No. 6. Baltimore, Md	
7. District No. 7. Richmond, Va	
8. District No. 8. Columbia, S. C	
9. District No. 9. Asheville, N. C	
10. District No. 10. Nashville, Tenn	
11. District No. 11. Atlanta, Ga	
12. District No. 12. Louisville, Ky	
13. District No. 13. Cincinnati, Ohio	
14. District No. 14. Indianapolis, Ind	
15. District No. 15. New Orleans, La	
16. District No. 16. Chicago, Ill	
17. District No. 17. Milwaukee, Wis	
18. District No. 18. St. Louis, Mo	
19. District No. 19. Omaha, Nebr	
20. District No. 20. Denver, Colo	
21. District No. 21. Portland, Oreg	
22. District No. 22. St. Paul, Minn	
23. District No. 23. San Francisco, Cal	
NOTE.—The organization of each division is as follows:	
1. Revenue agent in charge	
2. Special revenue agent	
3. Special United States surveyor	
4. General deputy collector	
5. Revenue inspection	
6. Special employees (temporary)	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
2. Internal Revenue Service.	
2. *Collection districts.*	
1. Alabama, Birmingham	
2. Arkansas, Little Rock	
3. First California, San Francisco	
4. Fourth California, Sacramento	
5. Sixth California, Los Angeles	
6. Colorado, Denver	
7. Connecticut, Hartford	
8. Florida, Jacksonville	
9. Georgia, Atlanta	
10. Hawaii, Honolulu	
11. First Illinois, Chicago	
12. Fifth Illinois, Peoria	
13. Eighth Illinois, Springfield	
14. Thirteenth Illinois, East St. Louis	
15. Sixth Indiana, Indianapolis	
16. Seventh Indiana, Terre Haute	
17. Third Iowa, Dubuque	
18. Fourth Iowa, Burlington	
19. Kansas, Leavenworth	
20. Second Kentucky, Owensboro	
21. Fifth Kentucky, Louisville	
22. Sixth Kentucky, Covington	
23. Seventh Kentucky, Lexington	
24. Eighth Kentucky, Danville	
25. Louisiana, New Orleans	
26. Maryland, Baltimore	
27. Third Massachusetts, Boston	
28. First Michigan, Detroit	
29. Fourth Michigan, Grand Rapids	
30. Minnesota, St, Paul	
31. First Missouri, St. Louis	
32. Sixth Missouri, Kansas City	
33. Montana, Salt Lake City, Utah	
34. Nebraska, Omaha	
35. New Hampshire, Portsmouth	
36. First New Jersey, Camden	
37. Fifth New Jersey, Newark	
38. New Mexico, Santa Fe	
39. First New York, Brooklyn	
40. Second New York, New York	
41. Third New York, New York	
42. Fourteenth New York, Albany	
43. Twenty-first New York, Syracuse	
44. Twenty-eighth New York, Rochester	
45. North and South Dakota, Aberdeen, S. Dak	
46. Fourth North Carolina, Raleigh	
47. Fifth North Carolina, Statesville	
48. First Ohio, Cincinnati	
49. Tenth Ohio, Toledo	
50. Eleventh Ohio, Columbus	
51. Eighteenth Ohio, Cleveland	
52. Oklahoma, Oklahoma City	
53. Oregon, Portland	
54. First Pennsylvania, Philadelphia	
55. Ninth Pennsylvania, Lancaster	
56. Twelfth Pennsylvania, Scranton	
57. Twenty-third Pennsylvania, Pittsburgh	
58. South Carolina, Columbia	

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4. Assistant Secretary—Continued.	
2. Internal Revenue Service—Continued.	
2. *Collection districts*—Continued.	
59. Tennessee, Nashville	
60. Third Texas, Austin	
61. Fourth Texas, Dallas	
62. Sixth Virginia, Abingdon	
63. Second Virginia, Richmond	
64. Washington, Tacoma	
65. West Virginia, Parkersburg	
66. First Wisconsin, Milwaukee	
67. Second Wisconsin, Madison	
NOTE.—The organization of each district is as follows:	
1. Collector of internal revenue	
2. Chief deputy collector	
3. Deputy collector and clerk	
4. Division deputy collector	
5. Storekeeper	
6. Storekeeper's gaugers	
7. Gaugers	
Territorial districts are subject to change at any time by the Commissioners of Internal Revenue	

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3 Bureau of Public Health and Marine-Hospital Service.	
1. *General administration.*	
1. Office proper of Surgeon General	
2. Chief Clerk	
3. Division of Personnel and Accounts, Assistant Surgeon General	
4. Service board	
5. Sanitary board	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
3. Bureau of Public Health and Marine-Hospital Service.	
2. *Division of Scientific Research and Sanitation.*	
1. Office proper of Assistant Surgeon General	
2. Hygienic Laboratory	
1. Director of Laboratory	
2. Division of Bacteriology and Pathology	
3. Division of Chemistry	
4. Division of Zoology	
5. Division of Pharmacology	
6. Advisory board	
3. Leprosy-Investigation Station, Honolulu, Hawaii	
4. Field investigations of contagious and infectious diseases	
5. Inspection of establishments (domestic and foreign), manufacturing vaccines, serums, and toxins, as required by act of July 1, 1902	
6. Representation at scientific and sanitary associations in the United States and abroad	
7. Representation at official conferences with State and Territorial health authorities and official international sanitary conferences	

	Reference page.
partment of the Treasury.	
4. Assistant Secretary.	
3. Bureau of Public Health and Marine Hospital Service.	
3. *Division of Foreign and Insular Quarantine Service and Immigration.*	
1. Office proper of Assistant Surgeon General	
2. Quarantine Stations	
1. Continental United States	
1. Quarantine work only	
1. Perth Amboy Quarantine, Perth Amboy, N. J.	
2. Reedy Island Quarantine, Port Penn, Del.	
3. Alexandria Quarantine, Alexandria, Va	
4. Cape Charles Quarantine, Fort Monroe, Va.	
5. Newbern Quarantine, Newbern, N. C.	
6. Cape Fear Quarantine, Southport, N. C.	
7. Beaufort Quarantine, Beaufort, S. C.	
8. Port Royal Quarantine, Port Royal, S. C.	
9. Brunswick Quarantine, Brunswick, Ga.	
10. South Atlantic Quarantine, Blackbeard, Island, Ga.	
11. St. John's River Quarantine, Mayport, Fla.	
12. Biscayne Bay Quarantine, Miami, Fla.	
13. Knights Key Quarantine, Knights Key, Fla.	
14. Punta Rassa Quarantine, Punta Rassa, Fla.	
15. Bocagrande Quarantine, South Bocagrande, Fla.	
16. Port Ingles Quarantine, Port Ingles, Fla.	
17. St. George Sound Quarantine, Carabella, Fla.	
18. Pensacola Quarantine, Pensacola, Fla.	
19. Gulf Quarantine, Biloxi, Miss.	
20. Pascagoula Quarantine, Pascagoula, Miss.	
21. Santa Barba Quarantine, Santa Barbara, Cal.	
22. Port Harford Quarantine, San Luis Obispo, Cal.	
23. San Francisco Quarantine, San Francisco, Cal.	
24. Eureka Quarantine, Eureka, Cal.	
25. Florence Quarantine, Florence, Oreg.	
26. Newport Quarantine, Newport, Oreg.	
27. Coos Bay Quarantine, North Bend, Oreg.	
28. Port Townsend Quarantine, Port Townsend, Wash.	
29. Port Angeles Quarantine, Port Angeles, Wash.	
2. Quarantine and immigration work (same as 1-4-3-3-3-1-2)	
1. Portland Quarantine, Portland Me	
2. Charleston Quarantine, Charleston, S. C.	
3. Savannah Quarantine, Savannah, Ga.	
4. Cumberland Sound Quarantine, Fernandina, Fla.	
5. Key West Quarantine, Key West, Fla.	
6. Mobile Quarantine, Fort Morgan, Ala.	
7. Tampa Bay Quarantine, Fort de Soto, Fla.	
8. New Orleans Quarantine, New Orleans, La.	
9. San Diego Quarantine, San Diego, Cal.	
10. Columbia River Quarantine, Astoria, Oreg.	

	Reference page.
Department of the Treasury—Continued.	
4. Assistant Secretary—Continued.	
3. Bureau of Public Health and Marine Hospital Service—Continued.	
3. *Division of Foreign and Insular Quarantine Service and Immigration*—Continued.	
2. Quarantine Stations—Continued.	
1. Continental United States—Continued.	
3. Quarantine and marine hospital work (same as 1-4-3-5-2-2-4)	
1. Delaware Breakwater Quarantine, Lewis, Del.	
2. Washington Quarantine, Washington, N. C.	
3. Cedar Keys Quarantine, Cedar Keys, Fla.	
4. Quarantine immigration and marine hospital work (under medical officer in charge of marine hospital, third class) (see 1-4-3-5-2-2-2).	
1. Philadelphia, Pa.	
2. Los Angeles, Cal.	
3. Portland, Oreg.	
4. Seattle, Wash.	
5. Juneau, Alaska.	
6. Ketchikan, Alaska.	
7. Tacoma, Wash.	
8. Los Angeles, Cal.	
5. Supplemental Quarantine work at marine hospital stations (first class) at which medical officer is in charge of immigrant inspection (same as 1-4-3-3-3-1-3-2)	
1. Wilmington, N. C.	
2. Mobile, Ala.	
3. New Orleans, La.	
2. Philippines.	
1. Quarantine and immigration work (same as 1-4-3-3-3-2-1)	
1. Manila, P. I.	
2. Mariveles, P. I.	
3. Otolio, P. I.	
4. Cebu, P. I.	
5. Zamboanga, P. I.	
6. Cavite, P. I.	
7. Jolo, P. I.	
8. Davao, P. I.	
3. Hawaii	
1. Quarantine work only	
1. Hilo, Hawaii.	
2. Makukons, Hawaii	
3. Makaweli, Hawaii	
4. Kihei, Hawaii	
2. Quarantine and immigration work (same as 1-4-3-3-3-3-1)	
1. Honolulu, Hawaii	
2. Kahului, Hawaii	
3. Lahaina, Hawaii	
4. Koloa, Hawaii	
3. Immigration quarantine and marine hospital (work in charge of medical officer)	
1. Honolulu, Hawaii	

	Reference page.
ırtment of the Treasury—Continued.	
:. Assistant Secretary—Continued.	
3. Bureau of Public Health and Marine Hospital Service—Continued.	
3. *Division of Foreign and Insular Quarantine Service and Immigration*—Continued.	
2. Quarantine stations—Continued.	
4. Porto Rico	
1. Quarantine and immigration work (same as 1–4–3–3–3–4–1)	
1. San Juan, P. R.	
2. Ponce, P. R.	
3. Aguadilla, P. R.	
4. Arecibo, P. R.	
5. Arroyo, P. R.	
6. Humacao, P. R.	
7. Mayaguez, P. R.	
8. Fajardo, P. R.	
2. Quarantine, immigration, and marine hospital work (in charge of medical officer)	
1. San Juan, P. R.	
2. Ponce, P. R.	
3. Immigrant inspection stations	
1. Continental United States	
1. Immigration work only	
1. Newport, Vt.	
2. Niagara Falls, N. Y.	
3. Port Huron, Mich.	
4. Duluth, Minn.	
5. Quebec, Canada	
6. St. John, New Brunswick	
7. Victoria, British Columbia	
8. Winnipeg, Canada	
9. Blaine, Wash.	
10. Everett, Wash.	
11. Portal, N. Dak.	
12. San Francisco, Cal.	
13. Jacksonville, Fla.	
14. Del Rio, Tex.	
15. Brownsville, Tex.	
16. Nogales, Ariz.	
17. Tucson, Ariz.	
18. Ellis Island, N. Y.	
19. Sault Ste. Marie, Mich.	
20. International Falls, Minn.	
21. Halifax, Nova Scotia	
22. Montreal, Canada	
23. Vancouver, British Columbia	
24. Lethbridge, Alberta, Canada	
25. Bellingham, Wash.	
26. Marcus, Wash.	
27. Sumas, Wash.	
28. Eastport, Idaho	
29. Calexico, Cal.	
30. Hidalgo, Tex.	
31. El Paso, Tex.	
32. Naco, Ariz.	
33. Douglas, Ariz.	
2. Immigration and quarantine work (same as 1–4–3–3–2–1–2)	
1. Portland Quarantine, Portland, Me.	
2. Charleston Quarantine, Charleston, S. C.	

	Reference page.
Department of the Treasury—Continued.	
4. Assistant Secretary—Continued.	
3. Bureau of Public Health and Marine Hospital Service—Continued.	
3. *Division of Foreign and Insular Quarantine Service and Immigration*—Continued.	
3. Immigrant inspection stations—Continued.	
1. Continental United States—Continued.	
2. Immigration and quarantine work—Continued.	
3. Savannah Quarantine, Savannah, Ga.....	
4. Cumberland Sound Quarantine, Fernandina, Fla.....	
5. Key West Quarantine, Key West, Fla.....	
6. Tampa Bay Quarantine, Fort de Soto, Fla....	
7. Mobile Quarantine, Fort Morgan, Ala.....	
8. New Orleans Quarantine, New Orleans, La..	
9. San Diego Quarantine, San Diego, Cal.....	
10. Columbia River Quarantine, Astoria, Oreg...	
3. Immigration and marine hospital work.....	
1. Marine hospital relief stations (first class), at which medical officer in command also has charge of immigrant inspection work (same as 1-4-3-5-2-1-2).....	
1. Boston, Mass.....	
2. Baltimore, Md.....	
3. Chicago, Ill.....	
4. Detroit, Mich.....	
5. Port Townsend, Wash.....	
6. Buffalo, N. Y.....	
7. Pittsburgh, Pa.....	
2. Marine hospital stations (first class), at which medical officer in command has charge of immigrant inspection; also supplemental quarantine work (same as 1-4-3-3-2-1-5)...	
1. Wilmington, N. C.....	
2. Mobile, Ala.....	
3. New Orleans, La.....	
3. Marine hospital stations (second, third, and fourth classes), at which the medical officer also has charge of quarantine work and immigrant inspection work (see 1-4-3-5-2-2-2).	
1. Philadelphia, Pa.....	
2. Los Angeles, Cal.....	
3. Portland, Oreg.....	
4. Seattle, Wash.....	
5. Juneau, Alaska.....	
6. Ketchikan, Alaska.....	
7. Tacoma, Wash.....	
8. Georgetown, S. C.....	
4. Marine hospital stations (second, third, and fourth classes), at which the medical officer also has charge of immigration inspection work (same as 1-4-3-5-2-2-3).....	
1. Galveston, Tex.....	
2. Brunswick, Ga.....	
3. Gloucester, Mass.....	
4. Newport News, Va.....	
5. Nome, Alaska.....	
6. Port Arthur, Tex.....	
7. Sault Ste. Marie, Mich.....	
8. Cincinnati, Ohio.....	
9. Providence, R. I.....	
10. San Diego, Cal.....	

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4. Assistant Secretary—Continued.	
3. Bureau of Public Health and Marine Hospital Service—Continued.	
3. *Division of Foreign and Insular Quarantine Service and Immigration*—Continued.	
3. Immigrant inspection stations—Continued.	
2. The Philippines	
1. Immigration and quarantine work (same as 1-4-3-3-2-2-1)	
1. Manila, P. I.	
2. Mariveles, P. I.	
3. Iloilo, P. I.	
4. Cebu, P. I.	
5. Zamboanga, P. I.	
6. Cavite, P. I.	
7. Jolo, P. I.	
8. Davo, P. I.	
3. Hawaii	
1. Immigration and quarantine work (same as 1-4-3-3-2-3-2)	
1. Honolulu, Hawaii	
2. Kahului, Hawaii	
3. Kahaina, Hawaii	
4. Kolao, Hawaii	
2. Quarantine, immigration, and marine-hospitall work (in charge of medical officer.	
1. Honolulu, Hawaii	
4. Porto Rico	
1. Immigration and quarantine work (same as 1-4-3-3-2-4-1)	
1. San Juan, P. R.	
2. Ponce, P. R.	
3. Aguadilla, P. R.	
4. Arecibo, P. R.	
5. Arroyo, P. R	
6. Humacao, P. R.	
7. Mayaguez, P. R.	
8. Fajardo, P. R.	
2. Immigration, quarantine, and marine hospital work (in charge of medical officer)	
4. Inspection of State and local quarantine stations in accordance with law of Feb. 15, 1893	
1. San Juan, P. R.	
2. Ponce, P. R.	
5. Medical inspection of vessels in foreign ports	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
3. Bureau of Public Health and Marine-Hospital Service.	
4. *Division of Domestic (Interstate) Quarantine.*	
1. Office proper of Assistant Surgeon General.....	
2. Plague suppression in California.....	
3. Prevention and suppression of epidemics (general).....	
4. Prevention of the spread of contagious and infectious diseases from one State or Territory to another.....	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
3. Bureau of Public Health and Marine-Hospital Service.	
5. *Division of Marine Hospitals and Relief Stations.*	
1. Office proper of Assistant Surgeon General	
2. Marine relief stations	
1. Stations of first class (marine hospital)	
1. Marine-hospital work only	
1. Portland, Me	
2. Vineyard Haven, Mass	
3. New York, N. Y. (Stapleton)	
4. Savannah, Ga	
5. Key West, Fla	
6. Louisville, Ky	
7. Evansville, Ind	
8. St. Louis, Mo	
9. Memphis, Tenn	
10. Cairo, Ill	
11. Cleveland, Ohio	
12. San Francisco, Cal	
13. Fort Stanton, N. Mex	
2. Marine hospital and immigration work (same as 1-4-3-3-3-1-3-1)	
1. Boston, Mass	
2. Baltimore, Md	
3. Chicago, Ill	
4. Detroit, Mich	
5. Port Townsend, Wash	
6. Buffalo, N. Y	
7. Pittsburgh, Pa	
3. Marine hospital, immigration and quarantine work (same as 1-4-3-3-3-1-3-2)	
1. Wilmington, N. C	
2. Mobile, Ala	
3. New Orleans, La	
2. Stations of second, third, and fourth class	
1. Marine hospital work only	
1. Washington, D. C	
2. Norfolk, Va	
3. Charleston, S. C	
4. Milwaukee, Wis	
5. San Diego, Cal	
6. Albany, N. Y	
7. Ashtabula, Ohio	
8. Astoria, Oreg	
9. Bangor, Me	
10. Bath, Me	
11. Beaufort, N. C	
12. Bellingham, Wash	
13. Boothbay Harbor, Me	
14. Cambridge, Md	
15. Chattanooga, Tenn	
16. Corpus Christi, Tex	
17. Dubuque, Iowa	
18. Duluth, Minn	
19. Erie, Pa	
20. Escanaba, Mich	
21. Eureka, Cal	
22. Grand Haven, Mich	
23. Green Bay, Wis	
24. Hoquiam, Wash	
25. Houghton, Mich	

	Reference page.
Department of the Treasury—Continued.	
4. Assistant Secretary—Continued.	
3. Bureau of Public Health and Marine-Hospital Service—Continued.	
5. *Division of Marine Hospitals and Relief Stations*—Continued.	
2. Marine relief stations—Continued.	
2. Stations of second, third, and fourth class—Continued.	
1. Marine hospital work only—Continued.	
26. Irvington, Va	
27. Kansas City, Mo	
28. La Crosse, Wis	
29. Little Rock, Ark	
30. Ludington, Mich	
31. Machias, Me	
32. Manistee, Mich	
33. Manitowoc, Wis	
34. Marquette, Mich	
35. Menominee, Mich	
36. Nashville, Tenn	
37. Natchez, Miss	
38. New Bedford, Mass	
39. Newbern, N. C	
40. New Haven, Conn	
41. Newport, Ark	
42. Newport, R. I	
43. Northbend, Oreg	
44. Gallipolis, Ohio	
45. Georgetown, S. C	
46. Port Huron, Mich	
47. Portsmouth, N. H	
48. Port Tampa, Fla	
49. Provincetown, Mass	
50. Richmond, Va	
51. Rockland, Me	
52. Saginaw, Mich	
53. St. Paul, Minn	
54. Sandusky, Ohio	
55. Sheboygan, Wis	
56. Solomons, Md	
57. Superior, Wis	
58. Toledo, Ohio	
59. Valdez, Alaska	
60. Vicksburg, Miss	
61. Wheeling, W. Va	
62. Alexandria, Va	
63. Apalachicola, Fla	
64. Ashland, Wis	
65. Beaufort, S. C	
66. Bridgeport, Conn	
67. Castine, Me	
68. Ogdensburg, N. Y	
69. Paducah, Ky	
70. Crisfield, Md	
71. Darien, Ga	
72. Eastport, Me	
73. Edenton, N. C	
74. Edgartown, Mass	
75. Elizabeth City, N. C	
76. Ellsworth, Me	
77. Fernandina, Fla	
78. Hartford, Conn	
79. New London, Conn	
80. Oswego, N. Y	

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3. Bureau of Public Health and Marine-Hospital Service—Continued.	
5. *Division of Marine Hospitals and Relief Stations*—Continued.	
2. Marine relief stations—Continued.	
2. Stations of second, third, and fourth class—Continued.	
1. Marine hospital work only—Continued.	
81. Perth Amboy, N. J.	
82. Pensacola, Fla.	
83. Sag Harbor, N. Y.	
84. Salem, Mass.	
85. Somers Point, N. J.	
86. Tappahannock, Va.	
87. Waldoboro, Me.	
88. Wilmington, Del.	
89. Wiscasset, Me.	
90. Barnstable, Mass.	
91. Belfast, Me.	
92. Burlington, Iowa.	
2. Marine Hospital, Quarantine and Immigrant Inspection (same as 1-4-3-3-3-1-3-3)	
1. Philadelphia, Pa.	
2. Los Angeles, Cal.	
3. Portland, Oreg.	
4. Seattle, Wash.	
5. Honolulu, Hawaii.	
6. San Juan, P. R.	
7. Ponce, P. R.	
8. Juneau, Alaska.	
9. Ketchikan, Alaska.	
10. Tacoma, Wash.	
11. Georgetown, S. C.	
3. Marine hospital and immigrant inspection work (same as 1-4-3-3-3-1-3-4)	
1. Galveston.	
2. Brunswick.	
3. Gloucester.	
4. Newport News.	
5. Nome, Alaska.	
6. Port Arthur, Tex.	
7. Sault Ste. Marie, Mich.	
8. Cincinnati, Ohio.	
9. Providence, R. I.	
10. San Diego, Cal.	
4. Marine hospital work done by quarantine officer (same as 1-4-3-3-2-1-3)	
1. Delaware Breakwater, Lewes, Del.	
2. Cedar Keys, Fla.	
3. Washington, D. C.	

	Reference page.
Department of the Treasury.	
2. Assistant Secretary.	
3. Bureau of Public Health and Marine-Hospital Service.	
6. *Division of Sanitary Reports and Statistics.*	
1. Office proper of Assistant Surgeon General.....	

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2. Assistant Secretary.	
3. Bureau of Public Health and Marine-Hospital Service.	
7. *Miscellaneous division.*	
1. Office proper of Assistant Surgeon General.....	
2. Medical examination of keepers and surfmen of Life-Saving Service.....	

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4. Assistant Secretary.	
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7. Life-saving districts and stations	252

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4. Assistant Secretary.	
4. Life-Saving Service.	
1. *General administration.*	
1. Office proper of general superintendent	
2. Assistant general superintendent	
3. Principal clerk	
1. Legal	
1. Title and contract clerk	
1. Clerk	
2. Statistical	
1. Clerk (in charge)	
1. Clerks	
3. Construction and repair of life-saving stations	
1. Civil engineer (in charge)	
1. Topographer and hydrographer	
2. Draftsman	
4. Authorizations	
1. Clerk (in charge)	
1. Clerks	
5. Bookkeeping and accounts	
1. Clerks	
6. Personnel	
1. Clerk	
7. Correspondence and files	
1. Clerks	
8. Miscellaneous	
1. Clerks	
2. Messengers and laborer	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
2. *Construction and repair of life-saving stations.*	
1. Atlantic and Lake coasts, headquarters, New York, N. Y...	
1. Superintendent of construction (captain U. S. Revenue Cutter Service).....	
1. Assistant to superintendents of construction, acting as chief clerk.....	
2. Assistant to superintendents of construction.....	
3. Clerk, class 2.....	
4. Assistants to superintendents of construction in the field (10).....	
2. Pacific coast, headquarters, Portland, Oreg.....	
1. Superintendent of construction (captain U. S. Revenue Cutter Service).....	
1. Assistants to superintendents of construction in the field (2).....	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
3. *Superintendence of construction of lifeboats, apparatus, etc.; headquarters, New York, N. Y.*	
1. Retired captain U. S. Revenue Cutter Service in charge.	
2. Assistant to officer in charge	
3. Clerk, class 1	
4. Repairman of motor boats (2)	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
4. *Construction and maintenance of telephone lines.*	
1. Superintendent telephone lines, headquarters, Newark, N. J.	
2. Telephone linemen.	
1. First and second districts (except the southern islands of Massachusetts), headquarters, Quincy, Mass.	
2. Third district, and southern islands of Massachusetts, headquarters, Wakefield, R. I.	
3. Fourth district, headquarters, Freeport, N. Y.	
4. Fifth district, headquarters, Atlantic City, and Lake Como, N. J.	
5. Sixth district, headquarters, Chincoteague Island, Va.	
6. Seventh district, headquarters, Virginia Beach, Va.	
7. Tenth, eleventh, and twelfth districts, headquarters, Green Bay, Wis.	
8. Thirteenth district, headquarters, Fruitvale, Cal.	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
5. *Storehouse and inspection of life-saving stations, New York, N. Y.*	
1. Inspector of life-saving stations (captain U. S. Revenue Cutter Service)	
1. Storehouse	
1. Chief clerk	
2. Clerks, class 4 (2)	
3. Clerk, class 3	
4. Clerk, class 1	
5. Skilled laborer	
6. Assistant messenger	
7. Handlers and packers (2)	
8. Janitor	
9. Watchman	
2. Inspection	
1. Assistant inspectors of life-saving stations (officers of Revenue Cutter Service)	
1. First and second districts, headquarters, Boston, Mass	
2. Third and fourth districts, headquarters, Patchogue, N. Y	
3. Fifth district, headquarters, Red Bank, N. J.	
4. Sixth district, headquarters, Salisbury, Md.	
5. Seventh district, Elizabeth City, N. C	
6. Eighth and ninth districts, headquarters, Savannah, Ga	
7. Tenth and eleventh districts, headquarters, Detroit, Mich	
8. Twelfth district, headquarters, Chicago, Ill.	
9. Thirteenth district, headquarters, Portland, Oreg	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
6. *Board on life-saving appliances.*[1]	
1. President, superintendent United States Coast and Geodetic Survey, Washington, D. C.	
2. Recorder, superintendent tenth life-saving district, Buffalo, N. Y.	
3. Colonel, Ordnance Department, United States Army (retired), (not fixed)	
4. Lieutenant, United States Revenue-Cutter Service, Washington, D. C.	
5. 4 superintendents of life-saving stations (various places)	

[1] Usually meets once a year in Boston, Mass.

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
7. *Life-saving districts and stations.*	
1. First district (15 stations), coasts of Maine and New Hampshire; headquarters, Portsmouth, N. H.	253
2. Second district (32 stations), coast of Massachusetts; headquarters, Provincetown, Mass.	254
3. Third district (9 stations), coasts of Rhode Island and Fishers Island, N. Y.; headquarters, Wakefield, R. I.	255
4. Fourth district (33 stations), coast of Long Island; headquarters, Bay Shore, N. Y.	256
5. Fifth district (42 stations), coast of New Jersey; headquarters, Point Pleasant, N. J.	257
6. Sixth district (19 stations), coast between Delaware and Chesapeake Bays; headquarters, Lewes, Del.	258
7. Seventh district (34 stations), coast between Chesapeake Bay and the northern boundary of South Carolina; headquarters, Shawboro, N. C.	259
8. Eighth district (10 stations), coasts of South Carolina, Georgia, and east coast of Florida; headquarters, Jacksonville, Fla.	260
9. Ninth district (8 stations), gulf coast of United States; headquarters, Galveston, Tex.	261
10. Tenth district (13 stations), Lakes Erie and Ontario and a station at Louisville, Ky.	262
11. Eleventh district (18 stations), Lakes Huron and Superior; headquarters, Harbor Beach, Mich.	263
12. Twelfth district (31 stations), Lake Michigan; headquarters, Grand Haven, Mich.	264
13. Thirteenth district (20 stations), coasts of California, Oregon, Washington, and Alaska; headquarters, San Francisco, Cal.	265
NOTE: Each district and each station within a district has practically the same organization. At the head of each district is a district superintendent, who has the assistance of one clerk, except the eighth district. The personnel of each station, with the exceptions noted below, consist of (1) keeper, (2) No. 1 surfman, (3) surfmen.	
Exceptions to foregoing classification: Second district has 1 engineer and 1 helper at City Point Station; fourth district has 1 pilot on district supply boat; sixth district has 1 pilot and 1 engineer on district supply boat; seventh district has 1 pilot, 1 assistant pilot, and 1 deckhand on district supply boat; eighth district has 1 watchman at Jupiter Inlet Station; eighth district has no clerk; eighth district has no keeper and crew at Jupiter Inlet; no crews at the eight houses of refuge; twelfth district has no crew at Beaver Island Station.	

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Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
7. Life-saving districts.	
1. *First district, coasts of Maine and New Hampshire; headquarters, Portsmouth, N. H.*	
1. District superintendent	
1. Clerk	
2. Stations	
1. Quoddy Head, Me., carrying Point Cove	
2. Cross Island, Me., off Machiasport	
3. Great Wass Island, Me., off Jonesport	
4. Cranberry Islands, Me., Little Cranberry Island, off Mount Desert	
5. White Head, Me., on southwest end of White Head Island	
6. Burnt Island, Me., off mouth of St. Georges River	
7. Damiscove Island, Me., on west shore of Damiscove Harbor	
8. Hunniwells Beach, Me., on west side mouth of Kennebec River	
9. Cape Elizabeth, Me., near the lights	
10. Fletchers Neck, Me., Biddeford Pool, Fletchers Neck	
11. Portsmouth Harbor, Me., Wood Island, Portsmouth Harbor	
12. Wallis Sands, N. H., 1¾ miles scuth of Odiornes Point	
13. Isles of Shoals, Me., on Appledore Island, off Portsmouth	
14. Rye Beach, N. H., north end of Rye Beach	
15. Hampton Beach, N. H., 1½ miles north of Great Boars Head	

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Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
7. Life-saving districts.	
2. *Second district, coast of Massachusetts; headquarters, Provincetown, Mass.*	
1. District superintendent	
1. Clerk	
2. Stations	
1. Salisbury Beach, Mass., ⅜ mile south of State line	
2. Newburyport, Mass., north end of Plum Island, mouth of Merrimac River	
3. Plum Island, Mass., on Plum Island, 2¼ miles from south end	
4. Straitsmouth, Mass., ½ mile west of Straitsmouth Light	
5. Gloucester, Mass., Old House cove, westerly side of harbor, 1½ miles from town	
6. Nahant, Mass., on the neck, close to Nahant	
7. City Point, Mass., floating station, in Dorchester Bay, Boston Harbor	
1. Helper	
2. Engineer	
8. Point Allerton, Mass., 1 mile west of Point Allerton	
9. North Scituate, Mass., 2½ miles south of Minots Ledge Light	
10. Fourth Cliff, Mass., south end of Fourth Cliff, Scituate	
11. Brant Rock, Mass., on Green Harbor Point	
12. Gurnet, Mass., 4½ miles northeast of Plymouth	
13. Mamomet Point, Mass., 6½ miles southeast of Plymouth	
14. Wood End, Mass., ⅛ mile east of light	
15. Race Point, Mass., 1⅝ miles northeast of Race Point Light	
16. Peaked Hill Bars, Mass., 2½ miles northeast of Provincetown	
17. High Head, Mass., 3½ miles northwest of Cape Cod Light	
18. Highland, Mass., ⅞ mile northwest of Cape Cod Light	
19. Pamet River, Mass., 3½ miles south of Cape Cod Light	
20. Cahoons Hollow, Mass., 2½ miles east of Wellfleet	
21. Nauset, Mass., 1¼ miles south of Nauset Lights	
22. Orleans, Mass., abreast of Ponchet Island	
23. Old Harbor, Mass., ½ mile north of Chatham Inlet	
24. Chatham, Mass., 1¼ miles southwest of Chatham Lights	
25. Monomoy, Mass., 2¼ miles north of Monomoy Light	
26. Monomoy Point, Mass., ¾ mile southwest of Monomoy Light	
27. Coskata, Mass., 2¼ miles south of Nantucket (Great Point) Light	
28. Surfside, Mass., 2½ miles south of the town of Nantucket	

	Reference page.
Department of the Treasury—Continued.	
4. Assistant Secretary—Continued.	
4. Life-Saving Service—Continued.	
7. Life-saving districts—Continued.	
2. *Second district, coast of Massachusetts; headquarters, Provincetown, Mass.*—Continued.	
2. Stations—Continued.	
29. Maddaket, Mass., 6 miles west of Surfside.....	
30. Muskeget, Mass., near west end of Muskeget Island.....	
31. Gay head, Mass., near light.....	
32. Cuttyhunk, Mass., near east end of Cuttyhunk Island.....	

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Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
7. Life-saving districts.	
3. *Third district, coasts of Rhode Island and Fishers Island, N. Y.; headquarters, Wakefield, R. I.*	
1. District superintendent	
1. Clerk	
2. Stations	
1. Brenton Point, R. I., on Prices Neck, R. I	
2. Narragansett Pier, R. I., northern part of the town.	
3. Point Judith, R. I., near light	
4. Quonochontaug, R. I., 7½ miles east of Watch Hill light	
5. Watch Hill, R. I., near light	
6. Fishers Island, N. Y., west shore of east harbor	
7. Sandy Point, R. I., Block Island, north side, near light	
8. New Shoreham, R. I., east side, near landing	
9. Block Island, R. I., Block Island, west side, near Dickens Point	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
7. Life-saving districts.	
4. *Fourth district, coast of Long Island; headquarters, Bay Shore, N. Y.*	
1. District superintendent	
1. Clerk	
2. Pilot on district supply boat	
2. Stations	
1. Montauk Point, N. Y., at the light (in charge of keeper of Ditch Plain station, no crew)	
2. Ditch Plain, N. Y., 3½ miles southwest of Montauk light	
3. Hither Plain, N. Y., ½ mile southwest of Ford Pond	
4. Napeague, N. Y., abreast of Napeague Harbor	
5. Amagansett, N. Y., abreast of the village	
6. Georgica, N. Y. ,1 mile south of village of East Hampton	
7. Mecox, N. Y., 2 miles south of the village of Bridgehampton	
8. Southampton, N. Y., ¾ mile south of village	
9. Shinnecock, N. Y., 2 miles southeast of Shinnecock light	
10. Tiana, N. Y., 2 miles southwest of Shinnecock light	
11. Quoque, N. Y., ½ mile south of the village	
12. Potunk, N. Y., 1½ miles southwest of Potunk village	
13. Moriches, N. Y., 2½ miles southwest of Speonk village	
14. Forge River, N. Y., 3½ miles south of Moriches	
15. Smiths Point, N. Y., abreast of the point	
16. Bellport, N. Y., 4 miles south of the village	
17. Blue Point, N. Y., 4½ miles south of Patchogue	
18. Lone Hill, N. Y., 8 miles east of Fire Island light.	
19. Point of Woods, N. Y., 4 miles east of Fire Island light	
20. Fire Island, N. Y., ½ mile west of Fire Island light	
21. Oak Island, N. Y., east end of Oak Island	
22. Gilgo, N. Y., west end of Oak Island	
23. Jones Beach, N. Y., east end of Jones Beach	
24. Zachs Inlet, N. Y., west end of Jones Beach	
25. Short Beach, N. Y., ½ mile east of Jones Inlet	
26. Point Lookout, N. Y., 2 miles west of New Inlet.	
27. Long Beach, N. Y., near west end of long Beach.	
28. Far Rockaway, N. Y., Station destroyed by sudden gale while being towed across water to new site	
29. Rockaway, N. Y., near village of Rockaway	
30. Rockaway Point, N. Y., west end of Rockaway Beach	
31. Coney Island, N. Y., Manhattan Beach (not in operation)	
32. Eatons Neck, N. Y., east side entrance to Huntington Bay, Long Island Sound	
33. Rocky Point, N. Y., near Rocky point, Long Island Sound, about 4 miles northerly from Greenport	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
7. Life-saving districts.	
5. *Fifth district, coast of New Jersey; headquarters, Point Pleasant, N. J.*	
1. District superintendent	
1. Clerk	
2. Stations	
1. Sandy Hook, N. J., on bay side ½ mile south of point of Hook	
2. Spermaceti Cove, N. J., 2½ miles south of Sandy Hook light	
3. Seabright, N. J., about a mile south of Navesink light	
4. Monmouth Beach, N. J., about a mile south of Seabright	
5. Long Branch, N. J., Greens Pond	
6. Deal, N. J., Asbury Park	
7. Shark River, N. J., near the mouth of Shark River	
8. Spring Lake, N. J., 2½ miles south of Shark River.	
9. Squan Beach, N. J., 1 mile southeast of Squan Village	
10. Bayhead, N. J., at the head of Barnegat Bay	
11. Mantoloking, N. J., 2½ miles south of head of Barnegat Bay	
12. Chadwick, N. J., 5 miles south of head of Barnegat Bay	
13. Toms River, N. J., on the beach abreast the mouth of Toms River	
14. Island Beach., N. J., 1¼ miles south of Seaside Park	
15. Cedar Creek, N. J., 5⅞ miles north of Barnegat Inlet	
16. Forked River, N. J., 2 miles north of Barnegat Inlet	
17. Barnegat, N. J., south side of Barnegat Inlet	
18. Loveladies Island, N. J., 2½ miles south of Barnegat Inlet	
19. Harvey Cedars, N. J., 5½ miles south of Barnegat Inlet	
20. Ship Bottom, N. J., midway of Long Beach	
21. Long Beach, N. J., 1⅝ miles north of Beach Haven	
22. Bonds, N. J., 2½ miles south of Beach Haven	
23. Little Egg, N. J., near the light north of inlet	
24. Little Beach, N. J., south side of Little Egg Inlet	
25. Brigantine, N. J., 5½ miles north of Absecon light	
26. South Brigantine, N. J., 3⅛ miles north of Absecon light	
27. Atlantic City, N. J., at Absecon light	
28. Absecon, N. J., 2¾ miles south of Absecon light	
29. Great Egg, N. J., 6¾ miles south of Absecon light.	
30. Ocean City, N. J., south side of Egg Harbor Inlet	
31. Pecks Beach, N. J., 3½ miles north of Corson Inlet	
32. Corson Inlet, N. J., near the inlet, north side	
33. Sea Isle City, N. J., 3¼ miles north of Townsend Inlet	

	Reference page.
Department of the Treasury—Continued.	
4. Assistant Secretary—Continued.	
4. Life-Saving Service—Continued.	
7. Life-saving districts—Continued.	
5. *Fifth district, coast of New Jersey; headquarters, Point Pleasant, N. J.*—Continued.	
2. Stations—Continued.	
34. Townsend Inlet, N. J., near the inlet, north side.	
35. Avelon, N. J., 3¾ miles southwest from Ludlain Beach light	
36. Tathams, N. J., 2½ miles northeast from Hereford Inlet light	
37. Hereford Inlet, N. J., near Hereford light	
38. Holly Beach, N. J., 6 miles northeast of Cape May City	
39. Two Mile Beach, N. J., 4 miles northeast of Cape May City	
40. Cold Spring, N. J., ½ mile east of Cape May City	
41. Cape May, N. J., near the light	
42. Bay Shore, N. J., 2½ miles west of Cape May City[1].	

[1] In charge of keeper of Cape May station; no crew.

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Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
7. Life-saving stations.	
6. *Sixth district, coast between Delaware and Chesapeake Bays; headquarters, Lewes, Del.*	
1. District superintendent	
1. Clerk	
2. Pilot on district supply boat	
3. Engineer on district supply boat	
2. Stations	
1. Lewes, Del., 2 miles west of Cape Henlopen light	
2. Cape Henlopen, Del., ⅞ mile southerly of Cape Henlopen light	
3. Rehoboth Beach, Del., opposite north end of Rehoboth Bay	
4. Indian River Inlet, Del., north of inlet	
5. Bethany Beach, Del., 7½ miles north of Fenwick light	
6. Fenwick Island, Del., 1½ miles north of light	
7. Isle of Wight, Md., 3 miles south of Fenwick light	
8. Ocean City, Md., at village	
9. North Beach, Md., 10 miles south of Ocean City	
10. Green Run Inlet, Md., 13½ miles northeast of Assateague light	
11. Popes Island, Va., 10 miles northeast of Assateague light	
12. Assateague Beach, Va., 1⅞ miles south of Assateague light	
13. Wallops Beach, Va., 1½ miles south of Chincoteague light	
14. Metomkin Inlet, Va., on Metomkin Beach, near the inlet	
15. Wachapreague, Va., south end of Cedar Island	
16. Parramore Beach, Va., midway of beach	
17. Hog Island, Va., south end of Hog Island	
18. Cobb Island, Va., south end of Cobb Island	
19. Smith Island, Va., at Cape Charles light	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
7. Life-saving districts.	
7. *Seventh district, coast between Chesapeake Bay and the northern boundary of South Carolina; headquarters, Shawboro, N. C.*	
1. District superintendent	
1. Clerk	
2. Pilot on district supply boat	
3. Assistant pilot on district supply boat	
4. Deck hand on district supply boat	
2. Stations	
1. Cape Henry, Va., ¼ mile southeast of Cape Henry light	
2. Virginia Beach, Va., 5½ miles south of Cape Henry light	
3. Dam Neck Mills, Va., 10 miles south of Cape Henry light	
4. Little Island, Va., on beach abreast of North Bay	
5. False Cape, Va., on beach abreast of Back Bay	
6. Wash Woods, N. C., on beach abreast of Knotts Island	
7. Penneys Hill, N. C., 5¾ miles north of Currituck Beach light	
8. Currituck Beach, N. C., ⅞ mile north of Currituck Beach light	
9. Poyners Hill, N. C., 6½ miles south of Currituck Beach light	
10. Caffeys Inlet N. C., 10¾ miles south of Currituck Beach light	
11. Paul Gamiels Hill, N. C., 5 miles north of Kitty Hawk	
12. Kitty Hawk, N. C., on the beach abreast of north end of Kitty Hawk Bay	
13. Kill Devil Hills, N. C., 4½ miles south of Kitty Hawk	
14. Nags Head, N. C., 9 miles north of Oregon Inlet	
15. Bodie Island, N. C., ⅞ mile northeast of Bodie Island light	
16. Oregon Inlet, N. C., ½ mile south of Oregon Inlet	
17. Pea Island, N. C., 2 miles north of New Inlet	
18. New Inlet, N. C., ¼ mile south of New Inlet	
19. Chicamacomico, N. C., 5 miles south of New Inlet	
20. Gull Shoal, N. C., 11¾ miles south of New Inlet	
21. Little Kinnakeet, N. C., 11½ miles north of Cape Hatteras light	
22. Big Kinnakeet, N. C., 5½ miles north of Cape Hatteras light	
23. Cape Hatteras, N. C., 1 mile south of Cape Hatteras light	
24. Creeds Hill, N. C., 4 miles west of Cape Hatteras light	
25. Durants, N. C., 3 miles east of Hatteras Inlet	
26. Hatteras Inlet, N. C., 1½ miles west of Hatteras Inlet	
27. Ocracoke, N. C., 3 miles northeast of Ocracoke Inlet	
28. Portsmouth, N. C., northeast end of Portsmouth Island	

	Reference page.
1. Department of the Treasury—Continued.	
4. Assistant Secretary—Continued.	
4. Life-Saving Service—Continued.	
7. Life-saving districts—Continued.	
7. *Seventh district, coast between Chesapeake Bay and the northern boundary of South Carolina; headquarters, Shawboro, N. C.*—Continued.	
2. Stations—Continued.	
29. Core Bank, N. C., on Core Bank opposite Hunting Quarters, about halfway between Ocracoke Inlet and Cape Lookout	
30. Cape Lookout, N. C., 1½ miles south of Cape Lookout light	
31. Fort Macon, N. C., Beaufort entrance, 1¼ miles north of fort	
32. Bogue Inlet, N. C., inner shore of Bogue Banks, ½ mile east of inlet	
33. Cape Fear, N. C., on Smiths Island, Cape Fear	
34. Oak Island, N. C., west side mouth Cape Fear River	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
7. Life-saving districts.	
8. *Eighth district, coasts of South Carolina, Georgia, and east coast of Florida; headquarters, Jacksonville, Fla.*	
1. District superintendent	
2. Stations	
1. Sullivans Island, S. C., at Moultrieville, Sullivans Island, at north end of harbor jetty	
2. Bulow, Fla., 20 miles south of Matanzas Inlet	
3. Mosquito Lagoon, Fla., on beach outside the lagoon	
4. Chester Shoal, Fla., 11 miles north of Cape Canaveral	
5. Bethel Creek, Fla., 16 miles north of Indian River Inlet	
6. Indian River Inlet, Fla., south side of inlet	
7. Gilberts Bar, St. Lucie Rocks, 2 miles north of Gilberts Bar Inlet	
8. Jupiter Inlet, Fla.[1]	
9. Fort Lauderdale, Fla., 4 miles north of New River Inlet	
10. Biscayne Bay, Fla., 6 miles north of Norris Cut	

[1] Maintains watchman, but neither keeper nor crew.

Department of the Treasury.
4. Assistant Secretary.
4. Life-Saving Service.
7. Life-saving districts.
9. *Ninth district, Gulf coast of the United States; headquarters, Galveston, Tex.*
1. District superintendent.....
1. Clerk.....
2. Stations.....
1. Santa Rosa, Fla., Santa Rosa Island, 2 miles east of Fort Pickens.....
2. Sabine Pass, Tex., west side of pass, south of light.....
3. Galveston, Tex., on Pelican Spit, west side of channel entrance.....
4. San Luis, Tex., west end Galveston Island.....
5. Velasco, Tex., 2¼ miles northeast of mouth of Brazos River.....
6. Saluria, Tex., northeast end Matagorda Island..
7. Aransas, Tex., northeast end Mustang Island...
8. Brazos, Tex., north end Brazos Island, entrance to Brazos Santiago.....

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Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
7. Life-saving districts.	
10. *Tenth district, Lakes Erie and Ontario and a station at Louisville, Ky.; headquarters, Buffalo, N. Y.*	
1. District superintendent.	
1. Clerk	
2. Stations	
1. Big Sandy, N. Y., north side mouth of Big Sandy Creek, Lake Ontario	
2. Salmon Creek, N. Y. (destroyed by fire)	
3. Oswego, N. Y., east side entrance of Oswego Harbor, Lake Ontario	
4. Charlotte, N. Y., east side entrance of Charlotte Harbor, Lake Ontario	
5. Niagara, N. Y., east side entrance of Niagara River, Lake Ontario	
6. Buffalo, N. Y., south side entrance of Buffalo Harbor, Lake Erie	
7. Erie, Pa., north side entrance Erie Harbor, Lake Erie	
8. Ashtabula, Ohio, west side of Ashtabula Harbor, Lake Erie	
9. Fairport, Ohio, west side entrance of Fairport Harbor, Lake Erie	
10. Cleveland, Ohio, west side entrance of Cleveland Harbor, Lake Erie	
11. Loraine, Ohio, east side entrance Black River, Lake Erie	
12. Marblehead, Ohio, Point Marblehead, near Quarry Docks, Lake Erie	
13. Louisville, Ky., Falls of the Ohio River, Louisville, Ky	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
7. Life-saving districts.	
11. *Eleventh district, Lakes Huron and Superior; headquarters, Harbor Beach, Mich.*	
1. District superintendent	
1. Clerk	
2. Stations	
1. Lake View Beach, Mich., 5 miles north of Fort Gratiot light	
2. Harbor beach, Mich., inside harbor Beach Harbor, Lake Huron	
3. Pointe aux Barques, Mich., near light, Lake Huron	
4. Port Austin, Mich., about 2 miles northeast of Port Austin, and about 2 miles southeast of Port Austin Reef Light, Lake Huron	
5. Tawas, Mich., near light, Lake Huron	
6. Sturgeon Point, Mich., near light, Lake Huron.	
7. Thunder Bay Island, Mich., west end of Island, Lake Huron	
8. Middle Island, Mich., north end of Middle Island, Lake Huron	
9. Hammond, Mich., Hammonds Bay, Lake Huron	
10. Bois Blanc, Mich., about Midway east side of island, Lake Huron	
11. Vermilion, Mich., 10 miles west of Whitefish Point, Lake Superior	
12. Crisps, Mich., 18 miles west of Whitefish Point, Lake Superior	
13. Two Heart River, Mich., near mouth of Two Heart River, Lake Superior	
14. Deer Park, Mich., near Mouth of Sucker River, Lake Superior	
15. Grand Marais, Mich., west of harbor entrance..	
16. Marquette, Mich., near light, Lake Superior...	
17. Portage, Mich., Old Portage Lake Ship Canal, ¼ mile from north end, on east bank	
18. Duluth, Minn., on Minnesota Point, upper Duluth	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
7. Life-saving districts.	
12. *Twelfth district, Lake Michigan; headquarters, Grand Haven, Mich.*	
1. District superintendent	
1. Clerk	
2. Shipping clerk	
1. Storehouse	
2. Stations	
1. Beaver Island, Mich., near light (no crew employed)	
2. Charlevoix, Mich., south side of harbor entrance.	
3. North Manitou Island, Mich., near Pickards Wharf	
4. South Manitou Island, Mich., near light, Lake Michigan	
5. Sleeping Bear Point, Mich., near Glenhaven, Mich	
6. Point Betsie, Mich., near light	
7. Frankfort, Mich., south side entrance of harbor.	
8. Manistee, Mich., north side entrance of harbor.	
9. Grande Pointe au Sable, Mich., 1 mile south of light	
10. Ludington, Mich., north side entrance of harbor.	
11. Pentwater, Mich., north side entrance of harbor.	
12. White River, Mich., north side entrance of White Lake	
13. Muskegon, Mich., south side entrance of harbor, Port Sherman	
14. Grand Haven, Mich., north side entrance of harbor	
15. Holland, Mich., in the harbor, south side	
16. South Haven, Mich., north side entrance of harbor	
17. St. Joseph, Mich., in the harbor, north side	
18. Michigan City, Ind., east side entrance of harbor.	
19. South Chicago, Ill., north side entrance of Calumet Harbor	
20. Jackson Park, Ill., about 7 miles south by east of Chicago River light	
21. Old Chicago, Ill., in the harbor	
22. Evanston, Ill., on the Northwestern University grounds	
23. Kenosha, Wis., in the harbor, on Washington Island	
24. Racine, Wis., in the harbor, adjoining light	
25. Milwaukee, Wis., near entrance of harbor, south side	
26. Sheboygan, Wis., entrance to harbor, north side.	
27. Two Rivers, Wis., north side entrance of harbor.	
28. Kewaunee, Wis., north side entrance of harbor.	
29. Sturgeon Bay Canal, Wis., eastern entrance of canal, north side	
30. Baileys Harbor, Wis., on easterly side of harbor.	
31. Plum Island, Wis., near northeast point of island, 2 miles northwest of Pilot Island light.	

	Reference page.
Department of the Treasury.	
4. Assistant Secretary.	
4. Life-Saving Service.	
7. Life-saving districts.	
13. *Thirteenth district, coasts of California, Oregon, Washington, and Alaska; headquarters, San Francisco, Cal.*	
1. District superintendent	
1. Clerk	
2. Shipping clerk	
1. Storehouse	
2. Stations	
1. Nome, Alaska, at Nome	
2. Baaddah Point, Wash., opposite south end of Waaddah Island, Neah Bay, 7 miles east of Cape Flattery light	
3. Grays Harbor, Wash., just south of Grays Harbor light	
4. Willapa Bay, Wash., near lighthouse boat landing.	
5. Ilwaco Beach, Wash., 13 miles north of Cape Disappointment	
6. Cape Disappointment, Wash., Bakers Bay, ½ mile northeast of light	
7. Point Adams, Oreg., ¼ mile southeast of Fort Stevens	
8. Tillamook Bay, Oreg., north side of entrance of Tillamook Bay	
9. Yaquina Bay, Oreg., north side of harbor entrance	
10. Umpqua River, Oreg., near entrance of river, north side	
11. Coos Bay, Oreg., Coos Bay, north side	
12. Coquille River, Oreg., in town of Bandon	
13. Humboldt Bay, Cal., near old lighthouse tower north side entrance, Humboldt Bay	
14. Arena Cove, Cal., 3 miles southeast from Point Arena light	
15. Point Reyes, Cal., 3½ miles north of light	
16. Bolinas Bay, Cal. (destroyed by fire)	
17. Point Bonita, Cal., near point Bonita light	
18. Fort Point, Cal., ¼ mile east of light	
19. Golden Gate, Cal., on beach in Golden Gate Park, San Francisco, ¼ mile south Point Lobos.	
20. Southside, Cal., 3¾ miles south of Golden Gate Life-Saving Station	

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4. Assistant Secretary.	
5. *Revenue-Cutter Service.*	
1. General administration	267
2. School of instruction, New London, Conn	
1. Practice cutter Itasca	
3. Depot, Arundel Cove, Md	
4. General store, San Francisco, Cal	
5. Revenue cutters, cruising	268
6. Harbor cutters	269
7. Supervisor of inspection	270
8. Supervisor of anchorage	271

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4. Assistant Secretary.	
5. Revenue-Cutter Service.	
1. *General administration.*	
1. Office proper of captain commandant and chief of division.	
2. Assistant chief of division	
3. Chief clerk	
4. Law clerk	
5. Engineer in chief	
6. Personal	
7. Supplies and outfits	
8. Accounts	
9. Mails and files	
10. Superintendent of construction and repairs, Baltimore, Md	

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Department of the Treasury.	
4. Assistant Secretary.	
5. Revenue-Cutter Service.	
5. *Revenue cutters, cruising.*	
1. Acushnet	
2. Algonquin	
3. Androscoggin	
4. Apache	
5. Arcata	
6. Bear	
7. Forward	
8. Gresham	
9. Manning	
10. Mackinac	
11. McCulloch	
12. Mohawk	
13. Morrill	
14. Onondaga	
15. Pamlico	
16. Rush	
17. Seminole	
18. Seneca	
19. Snohomish	
20. Tahoma	
21. Thetis	
22. Tuscarrora	
23. Windom	
24. Winona	
25. Woodbury	
26. Yamacraw	

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4. Assistant Secretary.	
5. Revenue-Cutter Service.	
6. *Harbor cutters.*	
1. Tugs	
1. Davey, station, New Orleans, La	
2. Golden Gate, station, San Francisco, Cal	
3. Guthrie, station, Baltimore, Md	
4. Hartloy, station, San Francisco, Cal	
5. Hudson, station, New York, N. Y	
6. Calumet, station, New York, N. Y	
7. Manhattan, station, New York, N. Y	
8. Winnisimmont, station, Boston, Mass	
9. Wissahickon, station, Philadelphia, Pa	
2. Launches	
1. Alert, station, Mobile, Ala	
2. Guard, station, Port Townsend, Wash	
3. Guide, station, New York, N. Y	
4. Patrol, station, Chicago, Ill	
5. Penrose, station, Pensacola, Fla	
6. Scout, station, Port Townsend, Wash	
7. Tybee, station, Savannah, Ga	

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5. Revenue-Cutter Service.	
7. *Supervisor of inspection.*	
1. New York and vicinity	
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4. Port Townsend and vicinity	

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5. Revenue-Cutter Service.	
8. *Supervisor of anchorage.*	
1. New York, N. Y.	
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5. *Chief clerk and superintendent.*	
1. Office proper of the chief clerk and superintendent	
2. Watch service	
3. Library	
4. Telephone and telegraph service	
5. Storekeeper	
6. Stables	
7. Char force	
8. Labor force	
9. Engineer force	
10. Clock winder	
11. Cabinetmaker	
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THE DEPARTMENT OF WAR.

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[1] Strictly speaking, the Isthmian Canal Commission is not a bureau or organization unit of the War Department. It is an independent commission created by act of Congress, under the executive control of the President, who, for purpose of convenience, has directed that the work of the commission be carried on under the direction of the Secretary of War.

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2. Deputy governor	
1. Discipline	
1. Guard and watchmen	
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3. Amusements	
3. Secretary and treasurer	
1. Money accounts, correspondence, and files	
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3. Disbursing	
4. Library	
5. Clothing	
6. Property accountability	
4. Attending surgeon	
1. Hospital	
2. Sanitation	
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2. Services	
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1. Repairs and improvements	
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1. Commandant.	
2. Adjutant.	
1. Detachment post noncommissioned staff.	
2. Correspondence, records, files, and military convicts' records (chief clerk).	
3. Prison band.	
4. Funds belonging to military convicts (chief clerk).	
5. Duty roster of officers.	
6. Duty roster of United States military prison guard.	
7. Police officer.	
3. Quartermaster.	
1. Prison shops and industries.	
1. Shoe shop (civilian foreman).	
2. Harness shop (civilian foreman).	
3. Tailor shop (civilian foreman).	
4. Carpenter and paint shop (civilian foreman).	
5. Blacksmith and paint shop (civilian foreman).	
6. Tin shop (civilian foreman).	
7. Electrician, plumber, and steam-fitting shop (civilian foreman).	
8. Broom-making shop.	
9. Carpet-weaving shop (civilian foreman).	
10. Print shop and book bindery.	
11. Power plant (civilian foreman).	
12. Filter plant.	
13. Convicts' barber shop (civilian foreman).	
14. Prison farm (civilian foreman).	
2. Clothing and equipage.	
1. Quartermaster's storehouse.	
2. Convicts' clothing storehouse.	
3. Transportation.	
4. Roads, walks, and drainage.	
5. Water and sewers.	
6. Light and heat.	
7. Fuel and forage.	
8. Barracks and quarters.	
9. Stable watchmen.	
4. Commissary.	
1. Rations.	
1. Commissary storeroom.	
2. Military convicts' mess.	
1. Military convicts' mess fund.	
3. Post treasurer.	
1. Bakery.	
4. Butcher shop.	
5. Surgeon.	
1. Hospital.	
1. Detachment hospital corps.	
2. Hospital fund.	
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2. School for military convicts	
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4. Prison library	
7. Executive officer	
1. Military convicts	
1. Labor	
2. Cells	
3. Personal effects	
4. Violation of prison regulations	
8. Exchange officer	
1. Prison exchange	
1. Guards' barber shop	
9. Ordnance officer	
1. Armory	
10. Signal officer	
1. Telephones	
11. United States military prison guard (commandant)	
1. Noncommissioned staff	
2. First prison company (2 officers)	
3. Second prison company (2 officers)	
4. Mess	
12. Summary court	
13. Constructing quartermaster (commandant)	
1. Construction of military prison	
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2. Sawmill (civilian foreman)	
3. Limekiln (civilian foreman)	
4. Rock quarry (civilian foreman)	
5. Rock crusher (civilian foreman)	
6. Concrete blocks manufacture (civilian foreman)	
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1. Rolling stock	
2. Track maintenance	
3. Care and preservation of forests	
1. Forest detachment	
2. Pacific Branch, United States military prison	
1. Commandant	
1. Administrative group (executive officer)	
1. Correspondence and records, prison	
2. Charge of prison	
3. Summary court	
4. Convicts' mail	
5. Overseers	
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7. Convicts' clothing	
8. Telephone system of prison	
9. Bakery	

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5. Requisition and Accounts Division	
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8. Advertising Division	
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2. Land defense projects	
3. Legislation	
4. Troops, discipline, instruction, equipment	
5. Clothing, camp, and garrison equipage, transportation, rations	
6. Small arms, machine guns, ammunition	
7. Army posts, reservations, hospitals	

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2. Submarine mines, fire control, searchlights, power plants.	
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1. Cavalry (Assistant Chief)	[1]
2. Infantry (Assistant Chief)	[1]
3. Coast Artillery (Assistant Chief)	[1]
4. Field Artillery (Assistant Chief)	[1]
5. Medical Corps (Assistant Chief)	[1]
6. Chief clerk	
1. Assistant to the chief clerk	
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[1] Organization, training, supply, and discipline of this unit of the organization of the Organized Militia.

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1. Alabama	
1. Infantry, 3 regiments, 1 battalion	
2. Field Artillery, 1 battalion	
3. Sanitary troops, 3 detachments	
4. Signal Corps, 1 company	
2. Arizona	
1. Infantry, 1 regiment	
2. Cavalry, 1 troop	
3. Arkansas	
1. Infantry, 2 regiments	
4. California	
1. Infantry, 3 regiments	
2. Cavalry, 3 troops	
3. Coast Artillery, 1 corps	
4. Sanitary troops, 4 detachments	
5. Signal Corps, 2 companies	
5. Colorado	
1. Infantry, 2 regiments	
2. Engineers, 1 company	
3. Cavalry, 1 squadron	
4. Field Artillery, 1 battalion	
5. Sanitary troops, 1 detachment	
6. Signal Corps	
6. Connecticut	
1. Infantry, 2 regiments, 2 separate companies	
2. Cavalry, 2 troops	
3. Field Artillery, 1 battery	
4. Coast Artillery, 1 corps	
5. Sanitary troops, 4 detachments	
6. Signal Corps, 1 company	
7. Delaware	
1. Infantry, 1 regiment	
2. Sanitary troops, 1 detachment	
8. District of Columbia	
1. Infantry, 2 regiments, 1 battalion	
2. Field Artillery, 1 battery	
3. Sanitary troops, 1 ambulance company	
9. Florida	
1. Infantry, 2 regiments	
2. Coast Artillery, 1 company	
10. Georgia	
1. Infantry, 3 regiments, 1 battalion	
2. Cavalry, 1 squadron, 1 troop	
3. Field Artillery, 2 batteries	
4. Coast Artillery, 1 corps	
5. Sanitary troops, 6 detachments	
11. Hawaii	
1. Infantry, 1 regiment	
2. Sanitary troops, 1 company	
12. Idaho	
1. Infantry, 1 regiment.	
13. Illinois	
1. Infantry, 8 regiments	
2. Cavalry, 1 regiment	
3. Field Artillery, 1 battalion	
4. Sanitary troops, 10 detachments	
5. Signal Corps, 1 company	

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7. *Organized Militia of the United States*—Continued.	
14. Indiana	
1. Infantry, 3 regiments	
2. Field Artillery, 1 battalion	
3. Sanitary troops, 2 detachments	
4. Signal Corps, 1 company	
15. Iowa	
1. Infantry, 4 regiments.	
2. Sanitary troops, 4 detachments	
16. Kansas	
1. Infantry, 2 regiments, 2 companies	
2. Field Artillery, 1 battery	
3. Signal Corps, 1 company	
4. Sanitary troops, 1 detachment	
17. Kentucky	
1. Infantry, 2 regiments, 2 battalions	
18. Louisiana	
1. Infantry, 2 regiments	
2. Cavalry, 1 squadron.	
3. Field Artillery, 2 battalions	
4. Sanitary troops	
5. Signal Corps, 1 company	
19. Maine	
1. Infantry, 1 regiment	
2. Coast Artillery, 1 corps	
3. Sanitary troops, 2 detachments	
20. Maryland	
1. Infantry, 3 regiments, 1 company	
2. Cavalry, 1 troop	
3. Coast Artillery, 1 company	
4. Sanitary troops, 1 detachment	
21. Massachusetts	
1. Infantry, 5 regiments, 2 battalions	
2. Cavalry, 1 squadron	
3. Field Artillery, 1 battalion	
4. Coast Artillery, 1 corps	
5. Sanitary troops, 1 Hospital Corps section, 1 ambulance company section	
6. Signal Corps, 1 company	
22. Michigan	
1. Infantry, 3 regiments	
2. Cavalry, 2 troops	
3. Engineers, 1 company	
4. Field Artillery, 1 battery	
5. Sanitary troops, 3 detachments	
6. Signal Corps, 2 companies	
23. Minnesota	
1. Infantry, 3 regiments	
2. Field Artillery, 1 battalion	
3. Sanitary troops, 4 detachments	
24. Mississippi	
1. Infantry, 2 regiments	
2. Cavalry, 1 troop.	
3. Field Artillery, 1 battery	
4. Signal Corps, 1 company	

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25. Missouri	
1. Infantry, 5 regiments	
2. Cavalry, 2 troops	
3. Field Artillery, 2 batteries	
4. Sanitary troops, 5 detachments, 1 field hospital	
5. Signal Corps, 1 company	
26. Montana	
1. Infantry, 1 regiment	
27. Nebraska	
1. Infantry, 2 regiments, 1 machine gun company	
2. Engineers, 1 company	
3. Sanitary troops, 1 detachment	
4. Signal Corps, 1 company	
28. New Hampshire	
1. Infantry, 1 regiment	
2. Cavalry, 1 troop	
3. Field Artillery, 1 battery	
4. Coast Artillery, 1 corps	
5. Signal Corps	
6. Sanitary troops, 2 detachments	
29. New Jersey	
1. Infantry, 5 regiments	
2. Cavalry, 2 troops	
3. Field Artillery, 2 batteries	
4. Sanitary troops, 5 detachments	
5. Signal Corps, 1 company	
30. New Mexico	
1. Infantry, 1 regiment	
2. Field Artillery, 1 battery	
31. New York	
1. Infantry, 13 regiments	
2. Engineers, 1 corps	
3. Cavalry, 2 squadrons, 2 troops	
4. Field Artillery, 1 battalion, 1 battery	
5. Coast Artillery, 1 corps	
6. Sanitary troops, 21 detachments, 1 field hospital, 1 ambulance company	
7. Signal Corps, 2 companies	
32. North Carolina	
1. Infantry, 3 regiments	
2. Coast Artillery, 1 corps	
3. Sanitary troops, 3 detachments	
33. North Dakota	
1. Infantry, 1 regiment	
2. Sanitary troops, 1 detachment	
34. Ohio	
1. Infantry, 1 battalion, 1 company	
2. Engineers, 1 battalion	
3. Cavalry, 3 troops	
4. Field Artillery, 3 batteries	
5. Sanitary troops, 2 field hospitals, 2 ambulance companies, 1 detachment	
6. Signal Corps, 2 companies	

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35. Oklahoma	
1. Infantry, 1 regiment	
2. Engineers, 1 company	
3. Sanitary troops, 1 field hospital	
4. Signal Corps, 1 company	
36. Oregon	
1. Infantry, 2 regiments	
2. Field Artillery, 1 battery	
3. Sanitary troops	
37. Pennsylvania	
1. Infantry, 13 regiments	
2. Engineers, 2 companies	
3. Cavalry, 2 squadrons	
4. Field Artillery, 2 batteries	
5. Sanitary troops, 13 detachments	
6. Signal Corps, 1 company	
38. Rhode Island	
1. Cavalry, 1 squadron	
2. Field Artillery, 1 battery	
3. Coast Artillery, 1 corps	
4. Sanitary troops, 1 detachment	
5. Signal Corps	
39. South Carolina	
1. Infantry, 3 regiments	
2. Coast Artillery, 3 companies	
3. Sanitary troops, 3 detachments	
40. South Dakota	
1. Infantry, 1 regiment, 1 battalion	
2. Signal Corps	
41. Tennessee	
1. Infantry, 2 regiments, 1 company	
2. Cavalry, 1 troop	
3. Sanitary troops, 3 detachments	
42. Texas	
1. Infantry, 3 regiments, 1 battalion	
2. Cavalry, 1 squadron	
3. Field Artillery, 1 battery	
4. Coast Artillery, 1 company	
5. Sanitary troops, 1 detachment	
6. Signal Corps, 1 company	
43. Utah	
1. Infantry, 1 regiment	
2. Field Artillery, 1 battery	
3. Sanitary troops, 1 detachment	
4. Signal Corps, 1 company	
44. Vermont	
1. Infantry, 1 regiment	
2. Cavalry, 1 squadron	
3. Sanitary troops, 1 detachment	
4. Signal Corps, 1 company	
45. Virginia	
1. Infantry, 3 regiments, 1 battalion	
2. Field Artillery, 1 battalion	
3. Sanitary troops, 5 detachments	

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46. Washington	
1. Infantry, 1 regiment	
2. Cavalry, 1 troop	
3. Coast Artillery, 1 corps	
4. Sanitary troops, 1 detachment	
5. Signal Corps, 1 company	
47. West Virginia	
1. Infantry, 2 regiments	
2. Sanitary troops, 1 detachment	
48. Wisconsin	
1. Infantry, 3 regiments, 1 battalion	
2. Cavalry, 1 troop	
3. Field Artillery, 1 battery	
4. Sanitary troops, 3 detachments	
49. Wyoming	
1. Infantry, 1 regiment	
2. Sanitary troops, 1 detachment	

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7. *War College Division.*	
1. President of War College	
2. Chief of War College Division	
3. Secretary	
4. Chief Clerk	
1. Clerks, draftsmen, translators, and photographers	
2. Messengers and laborers	
3. Engineers and firemen	
4. Public building	
5. War plans committee	
1. War College course	
2. War plans	
3. Army organization	
4. Service manuals	
6. Library committee	
7. Distribution of documents	
8. Photographic section	
9. Committee on military information	
1. Military monographs	
2. Inspection of schools where officers of the Army are detailed as professors of military science and tactics	
3. Military history	
4. Military maps	
5. Publication of military articles	
6. The furnishing of military information to the Army	
7. Carding and classification of military information	
8. Military textbooks	
10. Military attachés abroad	
1. Argentine	
2. Austria	
3. Belgium	
4. Chile	
5. China	
6. Cuba	
7. Ecuador	
8. France	
9. Germany	
10. Guatemala	
11. Great Britain	
12. Italy	
13. Japan	
14. Liberia	
15. Mexico	
16. Norway	
17. Peru	
18. Russia	
19. Sweden	
20. Turkey	
21. Uruguay	
11. Military Information Division, Manila, P. I.	
1. Chief	
2. Military maps	
3. Philippine statistics, resources, and communication	
4. Philippine census	
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5. Maneuver Division, San Antonio, Tex.....	

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3. Mail and correspondence record	
2. Pension and other business relating to organization, officers, and enlisted men no longer in military service	
1. Medical records	
2. Archives	
3. Correspondence and examining	
4. Regimental records	
5. Compiling records	
6. Carding records	
7. Repairing records	
3. Business relating to existing military establishment	
1. Army rolls	
2. Army returns	
3. Army orders	
4. Commissioned personnel	
5. Enlisted personnel	
6. Miscellaneous Army correspondence	
7. United States Military Academy business	
8. Identification business	
9. Recruiting	
1. General recruit depots	
1. Fort Slocum, N. Y	
2. Columbus Barracks, Ohio	
3. Jefferson Barracks, Mo	
4. Fort Logan, Colo	
5. Fort McDowell, Cal	
2. Main recruiting stations	
1. Albany, N. Y	
1. Substations (3)	
1. Glens Falls, N. Y	
2. Schenectady, N. Y	
3. Troy, N. Y	
2. Atlanta, Ga	
1. Substation (1)	
1. Macon, Ga	
3. Baltimore, Md., 400 East Fayette Street	
1. Substation (2)	
1. 140 West Fayette Street	
2. Cumberland, Md	
4. Boston, Mass., 73 Hanover Street	
1. Substations (3)	
1. 812 Washington Street	
2. Brockton, Mass	
3. Lowell, Mass	
5. Buffalo, N. Y., 298 Main Street	
1. Substations (4)	
1. 546 Main Street	
2. Erie, Pa	
3. Niagara Falls, N. Y	
4. Rochester, N. Y	
6. Charlotte, N. C	
1. Substations (5)	
1. Asheville, N. C	
2. Columbia, S. C	
3. Greensboro, N. C	
4. Greenville, S. C	
5. Spartanburg, S. C	

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5. *The Adjutant General's Office (Adjutant General)*—Continued.	
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2. Main recruiting stations—Continued.	
7. Chicago, Ill., 601 West Madison Street	
1. Substations (3)	
1. 14 South Canal Street	
2. 409 South Halsted Street	
3. 507 West Madison Street	
8. Chicago, Ill., 505 South State Street	
1. Substations (4)	
1. 73 West Van Buren Street	
2. 120 South Clark Street	
3. 40 North Fifth Avenue	
4. Milwaukee, Wis	
9. Chicago, Ill., 880 South State Street	
1. Substations (3)	
1. 3127 South State Street	
2. South Chicago, Ill	
3. Plymouth, Ind	
10. Cincinnati, Ohio	
1. Substations (3)	
1. Dayton, Ohio	
2. Hamilton, Ohio	
3. Maysville, Ky	
11. Cleveland, Ohio	
1. Substations (2)	
1. Akron, Ohio	
2. Youngstown, Ohio	
12. Columbus, Ohio	
1. Substations (2)	
1. Springfield, Ohio	
2. Zanesville, Ohio	
13. Dallas, Tex	
1. Substations (4)	
1. Fort Worth, Tex	
2. Paris, Tex	
3. Shreveport, La	
4. Waco, Tex	
14. Denver, Colo	
1. Substations (3)	
1. Canon City, Colo	
2. Pueblo, Colo	
3. Trinidad, Colo	
15. Detroit, Mich	
1. Substations (6)	
1. 60 Monroe Avenue	
2. Gayety Theater building	
3. Flint, Mich	
4. Jackson, Mich	
5. Pontiac, Mich	
6. Saginaw, Mich	
16. Duluth, Minn	
1. Substations (5)	
1. Aitkin, Minn	
2. Brainerd, Minn	
3. Eveleth, Minn	
4. Superior, Wis	
5. Virginia, Minn	

	Reference page.
Department of War—Continued.	
1. General administration—Continued.	
5. *The Adjutant General's Office (Adjutant General)*—Continued.	
3. Business relating to existing military establishment—Contd.	
9. Recruiting—Continued.	
2. Main recruiting stations—Continued.	
17. El Paso, Tex	
1. Substations (2)	
1. Deming, N. Mex	
2. Las Cruces, N. Mex	
18. Evansville, Ind	
1. Substations (4)	
1. Cairo, Ill	
2. Owensboro, Ky	
3. Paducah, Ky	
4. Vincennes, Ind	
19. Grand Rapids, Mich	
1. Substation (1)	
1. South Bend, Ind	
20. Harrisburg, Pa	
1. Substations (3)	
1. Lancaster, Pa	
2. Williamsport, Pa	
3. York, Pa	
21. Helena, Mont	
1. Substation (1)	
1. Billings, Mont	
22. Huntington, W. V	
1. Substations (6)	
1. Charleston, W. Va	
2. Hinton, W. Va	
3. Ironton, Ohio	
4. Montgomery, W. Va	
5. Olive Hill, Ky	
6. Portsmouth, Ohio	
23. Indianapolis, Ind	
1. Substations (5)	
1. Anderson, Ind	
2. Lafayette, Ind	
3. Marion, Ind	
4. Muncie, Ind	
5. Richmond, Ind	
24. Joplin, Mo	
1. Substations (4)	
1. Coffeyville, Kans	
2. Parsons, Kans	
3. Pittsburg, Kans	
4. Springfield, Mo	
25. Kansas City, Mo	
1. Substations (4)	
1. Emporia, Kans	
2. St. Joseph, Mo	
3. Sedalia, Mo	
4. Topeka, Kans	
26. Knoxville, Tenn	
1. Substations (7)	
1. Bristol, Tenn	
2. Chattanooga, Tenn	
3. Etowah, Tenn	
4. Jellico, Tenn	
5. Johnson City, Tenn	
6. Lafollette, Tenn	
7. Middlesboro, Ky	

	Reference page.
Department of War—Continued.	
1. General administration—Continued.	
5. *The Adjutant General's Office* (*Adjutant General*)—Continued.	
3. Business relating to existing military establishment—Contd.	
9. Recruiting—Continued.	
2. Main recruiting stations—Continued.	
27. Lexington, Ky.	
1. Substations (3).	
1. Jackson, Ky.	
2. London, Ky.	
3. Somerset, Ky.	
28. Little Rock, Ark.	
1. Substations (2).	
1. Fort Smith, Ark.	
2. Texarkana, Ark.	
29. Los Angeles, Cal.	
30. Louisville, Ky.	
1. Substations (4).	
1. Beaver Dam, Ky.	
2. Bedford, Ind.	
3. English, Ind.	
4. Shelbyville, Ky.	
31. Memphis, Tenn.	
1. Substations (3).	
1. Corinth, Miss.	
2. Dyersburg, Tenn.	
3. Jonesboro, Ark.	
32. Newark, N. J.	
1. Substation (1).	
1. Paterson, N. J.	
33. New Haven, Conn.	
1. Substations (3).	
1. Bridgeport, Conn.	
2. Hartford, Conn.	
3. New London, Conn.	
34. New Orleans, La.	
1. Substation (1).	
1. Mobile, Ala.	
35. New York, N. Y., 25 Third Avenue.	
1. Substations (18).	
1. 2362 Third Avenue.	
2. 100 Delancey Street.	
3. 131 Park Row.	
4. 509 Third Avenue.	
5. 1129 Second Avenue.	
6. 2857 Third Avenue.	
7. 749 Sixth Avenue.	
8. 2306 Eighth Avenue.	
9. 158 Eleventh Avenue.	
10. 84 Cortlandt Street.	
11. 422 Seventh Avenue.	
12. Brooklyn, N. Y., 363 Fulton Street.	
13. Brooklyn, N. Y., 474 Fifth Avenue.	
14. Brooklyn, N. Y., 269 Broadway.	
15. Brooklyn, N. Y., 582 Atlantic Avenue.	
16. Jersey City, N. J., 47 Montgomery Street.	
17. Jersey City, N. J., 581 Summit Avenue.	
18. Hoboken, N. J.	
36. Oklahoma, Okla.	
1. Substations (5).	
1. Ardmore, Okla.	
2. Chickasha, Okla.	
3. Muskogee, Okla.	
4. Shawnee, Okla.	
5. Tulsa, Okla.	

	Reference page.
Department of War—Continued.	
1. General administration—Continued.	
5. *The Adjutant General's Office* (*Adjutant General*)—Continued.	
3. Business relating to existing military establishment—Contd.	
9. Recruiting—Continued.	
2. Main recruiting stations—Continued.	
37. Omaha, Nebr.	
1. Substations (2)	
1. Lincoln, Nebr.	
2. Sioux City, Iowa	
38. Parkersburg, W. Va.	
1. Substations (4)	
1. Clarksburg, W. Va.	
2. Grafton, W. Va.	
3. Wellston, Ohio	
4. Wheeling, W. Va.	
39. Philadelphia, Pa., 1229 Arch Street	
1. Substations (3)	
1. West Chelten and Germantown Avenues.	
2. Reading, Pa.	
3. Trenton, N. J.	
40. Pittsburgh, Pa.	
1. Substations (3)	
1. Altoona, Pa.	
2. Du Bois, Pa.	
3. Uniontown, Pa.	
41. Portland, Me.	
1. Substations (3)	
1. Bangor, Me.	
2. Dover, N. H.	
3. Lewiston, Me.	
42. Portland, Oreg.	
1. Substation (1)	
1. Eugene, Oreg.	
43. Providence, R. I.	
1. Substations (3)	
1. Fall River, Mass.	
2. New Bedford Mass.	
3. Worcester, Mass.	
44. Richmond, Va.	
1. Substations (2)	
1. Norfolk, Va.	
2. Petersburg, Va.	
45. Roanoke, Va.	
1. Substations (3)	
1. Bluefield, W. Va.	
2. Danville, Va.	
3. Lynchburg, Va.	
46. St. Louis, Mo., Third and Olive Streets	
1. Substations (4)	
1. 1835 Market Street	
2. 813½ North Twelfth Street	
3. Alton, Ill.	
4. Hannibal, Mo.	
47. St. Paul, Minn.	
1. Substation (1)	
1. Minneapolis, Minn.	
48. Salt Lake City, Utah	
1. Substations (2)	
1. Ogden, Utah	
2. Pocatello, Idaho	

	Reference page.
Department of War—Continued.	
1. General administration—Continued.	
5. *The Adjutant General's Office* (*Adjutant General*)—Continued.	
3. Business relating to existing military establishment—Contd.	
9. Recruiting—Continued.	
2. Main recruiting stations—Continued.	
49. San Francisco, Cal., 660 Market Street	
1. Substations (6)	
1. 778 Howard Street	
2. 10 East Street	
3. Fresno, Cal	
4. Oakland, Cal	
5. Sacramento, Cal	
6. Stockton, Cal	
50. Savannah, Ga	
1. Substations (2)	
1. Charleston, S. C	
2. Jacksonville, Fla	
51. Scranton, Pa	
1. Substations (3)	
1. Allentown, Pa	
2. Hazleton, Pa	
3. Wilkes-Barre, Pa	
52. Seattle, Wash	
1. Substation (1)	
1. Tacoma, Wash	
53. Springfield, Ill	
1. Substations (4)	
1. Bloomington, Ill	
2. Decatur, Ill	
3. Litchfield, Ill	
4. Peoria, Ill	
54. Springfield, Mass	
1. Substations (3)	
1. Fitchburg, Mass	
2. Holyoke, Mass	
3. Westfield, Mass	
55. Syracuse, N. Y	
1. Substations (3)	
1. Binghamton, N. Y	
2. Utica, N. Y	
3. Watertown, N. Y	
56. Terre Haute, Ind	
1. Substations (6)	
1. Bloomington, Ind	
2. Brazil, Ind	
3. Champaign, Ill	
4. Clinton, Ind	
5. Danville, Ill	
6. Mattoon, Ill	
57. Toledo, Ohio	
1. Substations (4)	
1. Findlay, Ohio	
2. Fort Wayne, Ind	
3. Lima, Ohio	
4. Mansfield, Ohio	
58. Wichita, Kans	
1. Substations (4)	
1. Caldwell, Kans	
2. Herington, Kans	
3. Hutchinson, Kans	
4. Wellington, Kans	

	Reference page.
Department of War.	
1. General administration.	
6. *Inspector General of the Army.*	
1. Office of Inspector General (Inspector General)	(1)
1. Assistants	
2. Chief clerk	
1. Record clerks	
2. Property clerks	
3. Miscellaneous clerks	
4. Messengers	
3. Accountant	
2. Inspector General's Department (Inspector General)	
1. Assistants (in office of Inspector General, supra)	
2. Division Inspectors General	
1. Eastern Division	
1. Inspector General	
1. Assistants	
2. Clerks	
3. Messengers	
2. Central Division	
1. Inspector General	
1. Assistants	
2. Clerks	
3. Messengers	
3. Western Division	
1. Inspector General	
1. Assistants	
2. Clerks	
3. Messengers	
4. Philippines Division	
1. Inspector General	
1. Assistants	
2. Clerks	
3. Messengers	

[1] The office of the Inspector General is a bureau of the War Department; the Inspector General's Department is a staff department of the Army.

	Reference page.
Department of War.	
1. General administration.	
7. *Judge Advocate General of the Army.*	
1. Office of Judge Advocate General (Judge Advocate General)	(1)
1. Assistants	
2. Chief clerk and solicitor	
1. Legal opinions and reports	
2. Drafting instruments	
1. Instrument clerk	
3. Clemency and pardon reports	
1. Clerks	
4. Compiling and digesting	
1. Assistant	
2. Clerk	
5. Current files	
1. Clerk	
2. Assistant	
6. Court-martial records	
1. File clerk	
7. Reservation files	
1. Clerk	
8. Stenographers and typewriters	
9. Messengers	
2. Judge Advocate General's Department (Judge Advocate General)	
1. Assistants (in Judge Advocate General's Office; supra)	
2. Division judge advocates	
1. Eastern Division	
1. Judge advocate	
1. Assistant	
2. Clerks	
2. Central Division	
1. Judge advocate	
1. Assistant	
2. Clerks	
3. Western Division	
1. Judge advocate	
1. Assistant	
2. Clerks	
4. Philippines Division	
1. Judge advocate	
1. Assistant	
2. Clerks	

[1] The Judge Advocate General's Office is a bureau of the War Department; the Judge Advocate General's Department is a staff department of the Army.

	Reference page.
Department of War.	
1. General administration.	
8. *Quartermaster's Department.*	
1. Chief Clerk	
1. Mail and records	
2. Supervisor of clerical force	
3. Messengers and laborers	
2. Deputy Quartermaster General	
1. Administrative division	17
2. Supply depots	19
3. Supplies Division	20
3. Transportation Division (Deputy Quartermaster General)	21
4. Accounting Division (quartermaster)	22
5. Construction and Repair Division (quartermaster)	23

	Reference page.
Department of War.	
1. General administration.	
8. Quartermaster's Department.	
2. Deputy Quartermaster General.	
1. *Administrative Division.*	
1. Administration branch	
1. Assistant to Deputy Quartermaster General	
1. Remarks and comments on reports of inspection	
2. Reports of all kinds	
3. Questions involving interpretations of regulations, orders, and instructions, and requests for information on matters affecting more than one division	
4. Matters and instructions pertaining to joint army and militia maneuvers	
5. Matters and instructions pertaining to joint army and militia coast defense exercises	
2. Personnel branch (assistant to Deputy Quartermaster General)	
1. Officers Quartermaster's Department	
2. Post quartermaster sergeant	
3. Employees Quartermaster's Department at Large.	
4. Extra duty Quartermaster's Department	
5. Civil-service matters	
6. Orders and circulars	
3. Cemeterial branch (assistant to Deputy Quartermaster General)	
1. National cemeteries	18
2. Superintendents national cemeteries	
3. Other employees national cemeteries	
4. Burial of officers, enlisted men, and civilian employees	
5. Shipment of remains	
6. Supplies national cemeteries	
7. Special matters pertaining to cemeteries, provided for in sundry civil bill	
8. Post cemeteries	

	Reference page.
Department of War.	
1. General administration.	
8. Quartermaster's Department.	
2. Deputy Quartermaster General.	
1. Administrative Division.	
3. Cemeterial branch (assistant to Deputy Quartermaster General).	
1. *National cemeteries.*	
1. Alexandria, La. (post office, Pineville)	
2. Alexandria, Va	
3. Andersonville, Ga	
4. Andrew Jackson, Tenn. (post office, Greenville)	
5. Annapolis, Md	
6. Antietam, Md. (post office, Sharpsburg)	
7. Arlington, Va. (post office, Fort Myer)	
8. Balls Bluff, Va. (deputy quartermaster, Washington, D. C.)	
9. Barrancas, Fla	
10. Baton Rouge, La	
11. Battle Ground, D. C. (post office, Washington, D. C.)	
12. Beaufort, S. C	
13. Beverly, N. J	
14. Brownsville, Tex	
15. Camp Butler, Ill. (post office, Springfield)	
16. Camp Nelson, N. Y	
17. Cave Hill, Ky. (post office, 1309 Baxter Street, Louisville, Ky.)	
18. Chalmette, La. (post office, St. Bernard Parish, La.)	
19. Chattanooga, Tenn	
20. City Point, Va	
21. Cold Harbor, Va. (post office, rural free delivery, No. 1, Richmond, Va.)	
22. Corinth, Miss	
23. Crown Hill, Ind. (post office, deputy quartermaster, Jeffersonville, Ind.)	
24. Culpeper, Va. (box 43)	
25. Custer Battlefield, Mont. (Crow Agency, Mont.)	
26. Cypress Hill, N. Y. (station E., Brooklyn, N. Y.)	
27. Danville, Ky. (deputy quartermaster, Jefferson, Ind.)	
28. Danville, Va	
29. Fayetteville, Ark	
30. Finns Point, N. J. (post office, Salem, N. J.)	
31. Florence, S. C	
32. Fort Donelson, Tenn	
33. Fort Bigson, Okla	
34. Fort Harrison, Va. (rural free delivery No. 5, Richmond, Va.)	
35. Fort Leavenworth, Kans	
36. Fort McPherson, Nebr. (Brady, Nebr.)	
37. Fort Scott, Kans	
38. Fort Smith, Ark	
39. Fredericksburg, Va	
40. Gettysburg, Pa	
41. Glendale, Va. (rural delivery from Elko, Va.)	
42. Grafton, W. Va	
43. Hampton, Va	

	Reference page.
Department of War—Continued.	
1. General administration—Continued.	
8. Quartermaster's Department—Continued.	
2. Deputy Quartermaster General—Continued.	
1. Administrative Division—Continued.	
3. Cemeterial branch (assistant to Deputy Quartermaster General)—Continued.	
1. *National cemeteries*—Continued.	
44. Jefferson Barracks, Mo	
45. Jefferson City, Mo	
46. Keokuk, Iowa	
47. Knoxville, Tenn	
48. Lebanon, Ky	
49. Lexington, Ky	
50. Little Rock, Ark	
51. Loudon Park, Md	
52. Marietta, Ga	
53. Memphis, Tenn	
54. Mexico City, Mex. (post office, Sucursal E, Mexico City, Mex.)	
55. Mill Springs, Ky	
56. Mobile, Ala	
57. Mound City, Ill	
58. Nashville, Tenn	
59. Natchez, Miss	
60. New Albany, Ind	
61. New Berne, N. C	
62. Philadelphia, Pa. (Pittville Station) Philadelphia, Pa.)	
63. Popular Grove, Va. (Petersburg, Va.)	
64. Port Hudson, La	
65. Quincy, Ill	
66. Raleigh, N. C	
67. Richmond, Va. (station 2, Richmond, Va.)	
68. Rock Island, Ill. (quartermaster's arsenal, Rock Island, Ill.)	
69. St. Augustine, Fla. (box 271)	
70. Salisbury, N. C	
71. San Antonio, Tex	
72. San Francisco, Cal	
73. Santa Fe, N. Mex	
74. Seven Pines, Va. (rural delivery No. 3, Richmond, Va.)	
75. Shiloh, Tenn. (Pittsburg Landing, Tenn.)	
76. Soldiers' Home, D. C. (Washington, D. C.)	
77. Springfield, Mo	
78. Staunton, Va	
79. Stone River, Tenn. (Murfreesboro, Tenn.)	
80. Vicksburg, Miss	
81. Wilmington, N. C	
82. Winchester, Va	
83. Woodlawn, N. Y. (deputy quartermaster, New York City)	
84. Yorktown, Va	

	Reference page.
Department of War.	
1. General administration.	
8. Quartermaster's Department.	
2. Deputy Quartermaster General.	
2. *Supply depots.*	
1. Boston, Mass.	
2. New York, N. Y.	
3. Philadelphia, Pa.	
4. Washington, D. C.	
5. Jeffersonville, Ind.	
6. St. Louis, Mo.	
7. Omaha, Nebr.	
8. St. Paul, Minn.	
9. Portland, Oreg.	
10. Seattle, Wash.	
11. San Francisco, Cal.	

	Reference page.
Department of War.	
1. General administration.	
8. Quartermaster's Department.	
2. Deputy Quartermaster General.	
3. *Supplies division.*	
1. Clothing and equipage branch (assistant to Deputy Quartermaster General	
1. Procurement of clothing and materials for same.	
2. Band instruments	
3. Manufacture of clothing	
4. Manufacture and purchase of equipage	
5. Trunks, lockers, and field desks	
2. Nonpersonal service branch	
1. Showing animals when done by contract	
2. Printing	
3. Ice and laundry towels	
4. Rental of telephones	
5. Purchase of heat	
6. Scavenger service	
7. Laundering post equipage	
3. Requisitions branch (assistant to Deputy Quartermaster General	
1. Requisitions for all supplies except those for National cemeteries and job service repairs	
2. Typewriters	
3. Fuel, forage, and mineral oil	
4. Recruiting, including rentals for the recruiting service	
5. Surveying instruments	
6. Incinerators, odorless excavators, latrine troughs, sterilizers, etc	
7. Wagons, ambulances, and all other kinds of Quartermaster's vehicles, and parts of same	
8. Harness of all kinds, and parts of same	

	Reference page.
Department of War.	
1. General administration.	
8. Quartermaster's Department.	
3. *Transportation Division (Deputy Quartermaster General).*	
1. Land Transportation Division	
1. Transportation of troops and supplies	
1. Disbursing officers settling transportation accounts	
2. Means of land transportation in use and operation and upkeep of same	
3. Questions of policy pertaining to land transportation with reference to kind and number of vehicles to be used	
4. Drayage	
5. Wharfage	
6. Lighterage in commercial transportation	
7. Railroad tariffs	
8. Purchase and supply of horses for the Cavalry, Artillery, and Engineers	
1. Officers purchasing horses	
9. Purchase and supply of draft and pack animals	
1. Officers purchasing horses	
10. Remount depots	
1. Fort Reno, Okla	
2. Fort Keogh, Mont	
3. Fort Royal, Va. (to be established)	
2. Water transportation branch	
1. Transports, purchase, operation, and repair of	
1. General superintendents of Army transportation service	
1. Quartermasters of transports	
2. Harbor vessels, purchase, operation, and repair of.	
1. Quartermasters of vessels other than transports	
3. Mine planters, purchase, operation, and repair of.	
1. Quartermasters of vessels other than transports	
4. Cable vessels, purchase, operation, and repair of	
1. Quartermasters of vessels other than transports	

	Reference page.
Department of War.	
1. General administration.	
8. Quartermaster's Department.	
4. *Accounting Division (Quartermaster).*	
1. Assistant to Quartermaster	
1. Claims branch	
1. Claims submitted	
2. Reimbursement of traveling expenses	
3. Examination of records of service	
2. Money accounts branch	
1. Periodical money accounts	
2. Officers, balances	
3. Examination of accounts	
4. Certificates of deposit	
5. Statements of differences	
6. Correspondence pertaining to money accounts	
3. Property returns branch	
1. Periodical returns, quartermaster's supplies	
2. Examination of returns	
3. Examination of inventory and inspection reports	
4. Correspondence pertaining to returns	
2. Contract branch	
1. Examination of contracts and leases	
2. Record of contracts and leases	
3. Disposal of contracts and leases	
4. Evidence in cases of default	
3. Bookkeeping branch	
1. Apportionment accounts	
2. Available balances	
3. Ledger accounts	
4. Savings	
5. Cost reports	
6. Trial balances	
7. Estimates of funds	
8. Lists of invoices	
9. Deposits	
4. Finance branch	
1. Requisition on the Treasury	
2. Letters of advice of funds to quartermasters	
3. Estimates of funds to Congress	
4. Allotments to branches	
5. Accounts with transportation allotments	
6. Treasury balances	
7. Bonds of quartermaster department disbursing officers	
8. Apportionments of appropriations—General	
9. Apportionments to departments, etc	
10. Correspondence pertaining to financial affairs	
11. Cost reports and financial statements pertaining to apportionment for mobile Army and Militia maneuvers and joint Army and Militia coast-defense exercises	

	Reference page.
Department of War.	
1. General administration.	
8. Quartermaster's Department.	
5. *Construction and Repair Division (Quartermaster).*	
1. Mechanical branch (assistant to Quartermaster)	
1. Power plants, construction, repair, and operation of, including lighting, central heating, ice refrigerating, and pumping	
2. Laundries, elevators, crematories, sawmills, steam-cooking appliances, construction and repair of	
3. Electric system, construction and repair of	
4. Purchase of lighting and water at military stations	
2. Miscellaneous branch (assistant to Quartermaster)	
1. Annual and special repairs to public buildings, including heating, lighting, and plumbing	
2. Heavy furniture for officers' quarters	
3. Shooting galleries and ranges, construction and repair of	
4. Flagstaffs, supply and erection of	
5. Wall lockers for barracks	
6. Building materials for the Philippine Islands	
7. Screens, storm and sash doors, etc	
8. Reports of progress	
9. Rentals of all kinds except for recruiting	
10. Permanent picket lines	
11. Fences of all kinds	
12. Historical record of public buildings	
13. Military post-exchange equipment	
14. Refrigerators	
3. Reservation branch (assistant to Quartermaster)	
1. Roads and walks, construction and repair of	
2. Water-distributing systems, construction and repair of	
3. Sewer systems and purification plants, construction and repair of	
4. Drainage	
5. Improvement of grounds	
6. Railways on reservations	
7. Reservation maps and surveys	
8. Fire apparatus	
4. Construction branch	
1. New projects of all kinds	
2. Construction of buildings, including plumbing, heating, and lighting	
3. Construction and repair of wharves, sea walls, and retaining walls	
4. Dredging	
5. Location of posts and sites for buildings	
6. Purchase of land and rights of way	
7. Extension of time on contracts for construction	
5. Draftsmen and engineers	
6. Constructing quartermasters	

	Reference page.
Department of War.	
1. General administration.	
9. *Office of the Commissary General (Subsistence Department).*	
1. General administration	(1)
1. Office proper of the Commissary General	
2. Assistant	
1. Correspondence	
2. Supply of stores and property	
3. Personnel	
3. Assistant	
1. Contracts	
2. Claims	
3. Finance	
4. Bookkeeping	
5. Returns, stores and property	
6. Accounts current	
4. Chief clerk	
1. Mailing	
2. Records	
3. Messengers and laborers	
2. Field Service (Subsistence Department at Large)	
1. Chief commissaries of divisions	
1. Eastern Division	
1. Assistants in office	
1. Civilain employees	
2. Boston	
1. Assistant in charge	
2. Civilian employees	
3. Washington barracks	
1. Assistant in charge	
2. Post commissary sergeant	
3. Civil employees	
4. Fort Monroe	
1. Assistant in charge	
2. Transport commissaries	
1. Post commissary sergeant	
2. Civilian employees	
3. Post commissary sergeant	
4. Civilian employees	
5. New Orleans	
1. Assistant in charge	
2. Civilian employees	
6. Post commissaries	
1. Post commissary sergeants	
2. Extra-duty men	
7. Atlanta	
1. Assistant in charge	
2. Civilian employee	
2. Central Division	
1. Assistants in office	
1. Civilian employee	
2. St. Paul	
1. Assistant in charge	
2. Civilian employees	
3. Omaha	
1. Assistant in charge	
2. Civilian employees	
4. Denver	
1. Assistant in charge	
2. Civilian employees	

[1] The Commissary General is the chief of a bureau of the War Department and also chief of the Subsistence Department, which is a staff department of the Army. Both units are shown here.

	Reference page.
Department of War—Continued.	
1. General administration—Continued.	
9. *Office of the Commissary General (Subsistence Department)*—Contd.	
2. Field Service (Subsistence Department at Large)—Continued.	
1. Chief commissaries of divisions—Continued.	
2. Central Division—Continued.	
5. Post commissaries	
1. Post commissary sergeants	
2. Extra-duty men	
3. Western Division	
1. Assistants in office	
1. Civilian employees	
2. Vancouver Barracks	
1. Assistant in charge	
2. Civilian employees	
3. Seattle	
1. Transport commissaries	
1. Post commissary sergeants	
2. Civilian employees	
2. Post commissary sergeant	
3. Civilian employees	
4. Post commissaries	
1. Post commissary sergeants	
2. Extra-duty men	
4. Philippine Division	
1. Assistants in office	
1. Civilian employees	
2. Sales and issue commissary, Manila	
1. Post commissary sergeants	
2. Civilian employees	
3. Depot commissary, Manila	
1. Post commissary sergeants	
2. Civilian employees	
4. Post commissaries	
1. Post commissary sergeants	
2. Extra-duty men	
5. Transport commissaries	
1. Post commissary sergeants	
2. Civilian employees	
2. Purchasing commissaries	
1. New York (purchasing commissary)	
1. Assistants	
1. Post commissary sergeant	
2. Civilian employees	
2. Transport commissaries	
1. Post commissary sergeants	
2. Civilian employees	
2. Chicago (purchasing commissary)	
1. Assistants	
1. Post commissary sergeants	
2. Civilian employees	
2. School of instruction (for officers and noncommissioned officers of Subsistence Department)	
3. St. Louis, Mo. (purchasing commissary)	
1. Post commissary sergeants	
2. Civilian employees	
4. San Francisco, Cal. (purchasing commissary)	
1. Assistants	
1. Post commissary sergeants	
2. Civilian employees	

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Department of War—Continued.	
1. General administration—Continued.	
9. *Office of the Commissary General (Subsistence Department)*—Contd.	
2. Field Service (Subsistence Department at Large)—Continued.	
2. Purchasing commissaries—Continued.	
4. San Francisco, Cal. (purchasing commissary)—Contd.	
2. Transport commissaries	
1. Post commissary sergeants	
2. Civilian employees	
5. Kansas City, Mo. (purchasing commissary)	
1. Civilian employees	
3. Training schools for bakers and cooks	
1. School at Washington Barracks	
1. Officer in charge	
1. Post commissary sergeant	
1. Instructors	
2. Students	
2. School at Fort Riley, Kans.	
1. Officer in charge	
1. Assistant	
1. Post commissary sergeant (chief instructor)	
1. Instructors	
2. Students	
3. School at presidio of San Francisco, Cal	
1. Officer in charge	
1. Post commissary sergeant (chief instructor)	
1. Instructor	
2. Students	

	Reference page.
Department of War.	
1. General administration.	
10. *Medical Department (Surgeon General).*	
1. General administration	
1. Record, correspondence, and examining division (chief clerk)	
1. Mail, records, and files	
2. Correspondence	
3. Accounts, including property returns	
4. Construction and repair of hospitals and sergeants' quarters	
5. Stationery and office supplies	
6. Distribution of orders, blanks, and periodicals	
2. Supply division (medical officer in charge)	
1. Requisitions and purchases	
2. Claims for artificial limbs, appliances, and trusses	
3. Sanitary division (medical officer in charge)	
1. Reports of sick and wounded, and statistics	
2. Sanitation and physical examinations in the Army	
4. Personnel division (medical officer in charge)	
1. Commissioned personnel, contract surgeons, acting dental surgeons	
2. Hospital Corps (enlisted)	
3. Nurse Corps	
2. Museum and Library Division (medical officer in charge)	
1. Library (medical officer in charge)	
1. Library hall and reading room for public	
2. Card indexes	
3. Index catalogue	
4. Purchases and accessions	
2. Army Medical Museum (medical officer in charge)	
1. Museum hall (exhibits)	
2. Preparation and care of specimens	
3. Bacteriological and pathological laboratory	
4. Chemical laboratory	
5. Purchases and accessions	
3. Army Medical School	26
4. Medical examining boards	
5. Medical supply depots and disbursing offices under the immediate direction of the Surgeon General	
1. New York, N. Y., supply depot and disbursing office	
1. Purchase of supplies and disbursements	
2. Examination and acceptance of supplies	
3. Distribution of supplies	
4. Quarterly returns of property	
2. St. Louis, Mo., supply depot and disbursing office	
1. Purchase of supplies and disbursements	
2. Examination and acceptance of supplies	
3. Distribution of supplies	
4. Quarterly returns of property	
3. San Francisco, Cal., supply depot and disbursing office	
1. Purchase of supplies and disbursements	
2. Examination and acceptance of supplies	
3. Distribution of supplies	
4. Quarterly returns of property	
4. Washington, D. C., field medical supply depot	
1. Purchase of supplies	
2. Examination and acceptance of supplies	
3. Assembling and care of field units	
4. Issue of field supplies	
5. Quarterly returns of property	

	Reference page.
Department of War—Continued.	
1. General administration—Continued.	
10. *Medical Department (Surgeon General)*—Continued.	
5. Medical supply depots and disbursing offices under the immediate direction of the Surgeon General—Continued.	
5. Washington, D. C., disbursing office	
6. Hot Springs, Ark., disbursing office	
7. Fort Bayard, N. Mex., disbursing office	
8. Honolulu, Hawaii, disbursing office	
6. General hospitals, under the immediate direction of the Surgeon General	
1. Walter Reed General Hospital, Takoma Park, D. C	
1. Field Hospital No. 3	
2. General Hospital, Fort Bayard, N. Mex	
3. General Hospital, San Francisco, Cal	
1. Field Hospital No. 2	
2. Ambulance Company No. 2	
4. Army and Navy General Hospital, Hot Springs, Ark	
7. Attending surgeon under the immediate direction of the Surgeon General	
1. Washington, D. C	

	Reference page.
Department of War.	
1. General administration.	
10. Medical Department.	
3. *Army Medical School, Washington, D. C.*	
1. General administration	
1. Commandant	
2. Adjutant	
3. Property officer	
2. School board	
1. Instructor in military surgery	
2. Instructor in duties of medical officers, Medical Department administration, etc	
3. Instructor in ophthalmology and optometry	
1. Assistant instructor in preceding	
4. Instructor in military and tropical medicine	
5. Instructor in military hygiene	
6. Instructor in sanitary chemistry	
1. Laboratory	
7. Instructor in clinical microscopy and bacteriology	
1. Assistant instructors in preceding	
2. Laboratory	
8. Instructor in Hospital Corps drill and field work	
9. Instructor in operative surgery	
10. Instructor in X-ray work	
3. The students	
1. Student candidates	
2. Student officers	
3. Student militia officers	
4. Detachment Hospital Corps	

	Reference page.
Department of War.	
1. General administration.	
10. Medical Department.	
6. *General hospitals* (*organization of a general hospital*).	
1. Commanding officer	
1. Adjutant	
2. Administrative Division	
1. Mess officer	
2. Commissary officer	
3. Quartermaster	
1. Stables	
2. Shops	
3. Police	
4. Quartermaster's property	
5. Power plant	
4. Medical property officer	
5. Detachment commander	
1. Hospital Corps detachment	
3. Professional Division	
1. Chief of Medical Service	
1. Clinical clerk	
2. Ward surgeons, medical	
1. Wardmasters	
2. Nurses	
3. Attendants	
3. Specialists, medical	
1. Ophthalmologist	
2. Nose, throat, and ear	
3. Dermatologist	
4. Alienist	
2. Chief of Surgical Service	
1. Clinical clerk	
2. Ward surgeons, surgical	
1. Wardmasters	
2. Nurses	
3. Attendants	
3. Specialists, surgical	
1. Genito-urinary	
2. Gynecologist	
3. X-ray	
4. Operating surgeons	
1. Assistants	
2. Nurses	
3. Attendants	
3. Pathologist	
1. Laboratory	
2. Assistants	
3. Attendants	
4. Dental surgeons	
1. Attendants	
5. Chief nurse	
1. Subordinate nurses	

	Reference page.
Department of War.	
1. General administration.	
11. *Pay department* (*Paymaster General*).	
1. General administration	
1. Office of the Paymaster General	
1. Assistant	
2. Chief clerk	
1. Mail and Record Division	
2. Record of Accounts Division	
3. Correspondence Division	
4. Finance Division	
5. Stationery and blank clerk	
2. Field service, military divisions and pay stations	
1. Eastern Division (office of chief paymaster)	
1. Pay station, New York, N. Y	
2. Pay station, Boston, Mass	
3. Pay station, Atlanta, Ga	
2. Central Division (office of chief paymaster)	
1. Pay station, Chicago, Ill	
2. Pay station, Omaha, Nebr	
3. Pay station, St. Paul, Minn	
4. Pay station, St. Louis, Mo	
5. Pay station, San Antonio, Tex	
6. Pay station, Denver, Colo	
7. Pay station, Fort Leavenworth, Kans	
8. Pay station, Fort Riley, Kans	
9. Pay station, Fort D. A. Russell, Wyo	
3. Western Division (office of chief paymaster)	
1. Pay station, San Francisco, Cal	
2. Pay station, Portland, Oreg	
3. Pay station, seattle, Wash	
4. Pay station, Honolulu, H. T	
5. Pay station, Fort Davis, Alaska	
6. Pay station, Fort Gibbon, Alaska	
7. Pay station, Fort St. Michael, Alaska	
4. Philippines Division (office of chief paymaster)	
1. Pay station, Manila, P. I	
2. Pay station, Iloilo, P. I	
3. Pay station, Zamboanga, P. I	
5. Post paymaster, Washington, D. C	
1. Office of the post paymaster	
2. Assistants	

	Reference page.
Department of War.	
1. General administration.	
12. *Corps of Engineers* (*Chief of Engineers*).	
1. General administration (Office of Chief of Engineers)	
1. Office proper of Chief of Engineers	
2. Chief clerk	30
3. Examining and Correspondence Division (military assistants)	31
4. Board of Engineers for Rivers and Harbors	
2. Mississippi River Commission	32
3. Board of Engineers	
4. Duties relating to military establishment	33
5. Engineer Department at Large	34
6. Supervision of New York Harbor	
7. Office Public Buildings and Grounds (military assistant)	35
8. Washington Aqueduct (military assistant)	36

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Department of War.	
1. General administration.	
12. Corps of Engineers (Chief of Engineers).	
1. General administration (Office of Chief of Engineers).	
2. *Chief clerk.*	
1. Mail and Record Division	
1. Correspondence, files, and records	
2. Recording, indexing, and mailing correspondence.	
3. Records of employees	
2. Supervision of office clerical force and methods	
3. Distribution of mail	
4. Distribution of publications	
5. Office supplies and property	
6. Messengers and laborers	

	Reference page.
Department of War.	
1. General administration.	
12. Corps of Engineers (Chief of Engineers).	
1. General administration (Office of Chief of Engineers).	
3. *Examining and Correspondence Division (military assistants).*	
1. Fortifications and personnel branch	
1. Seacoast fortifications	
2. Supplies for seacoast defenses	
3. Other military engineering	
4. Military surveys	
5. Maneuvers	
6. Maps, War Department	
7. Ammunition service	
8. Matters relating to Engineer Troops	
9. Engineer school curriculum	
10. Monuments and memorials	
11. Military publications	
12. Personnel	
13. Orders and circulars	
14. Civilian assistants to staff officers	
15. Authorities—Fortifications (excepting personal employment)	
2. Rivers and harbors branch	
1. River and harbor improvement	
2. Supervision of river and harbor improvement	
3. Projects, plans, and estimates	
4. Examinations and surveys	
5. Navigation congresses	
6. Wrecks and obstructions to navigation	
7. Engineering questions and specifications	
8. Ship drafting and specifications	
9. Authorities, river and harbor works (other than personal employment)	
10. Harbor lines	
11. Bridging navigable waters	
12. Permits relating to navigable waters	
13. Law officer	
3. Accounts and contracts branch	
1. Money accounts	
2. Property (excepting seacoast defense supplies)	
3. Bids, specifications, and contracts	
4. Claims	
5. Distribution of blank forms	
6. Civil service and personal employment	
7. Office system (E. D. at large)	
8. Funds and bookkeeping	
4. Map, files, and drawing branch	
1. Drawings and field notes—permanent files	
2. Maps, charts, and plans (other than vessels); preparation and publication	
3. Lithography and blueprinting	
4. Distribution of maps, charts, and plans	
5. Supervision of lake survey	
6. Supervision of water supply of Washington	
7. Roads in national parks	
8. Engineer depots	
9. Engineer equipment of troops	

	Reference page.
Department of War.	
1. General administration.	
12. Corps of Engineers (Chief of Engineers).	
2. *Mississippi River Commission.*	
1. Secretary	
2. First and Second districts, office, Memphis, Tenn	
3. Third district, office, Vicksburg, Ky	
4. Fourth district, office, New Orleans, La	

	Reference page.
Department of War.	
General administration.	
12. Corps of Engineers (Chief of Engineers).	
4. *Duties relating to military establishment.*	
1. Engineer troops in matters relating to supply of engineer equipment and instruction in military engineering	
2. Engineer depots	
1. Washington	
2. Fort Leavenworth	
3. Vancouver Barracks	
4. Honolulu, Hawaii	
5. Manila, P. I	
3. Engineer equipment of troops	
4. Chief engineer officers, military divisions and department.	
1. Supplies	
2. Military surveys	
5. Special boards of engineers, military subjects	
6. Engineers school in matters relating to curriculum	

	Reference page.
Department of War.	
1. General administration.	
12. Corps of Engineers (Chief of Engineers).	
5. *Engineer Department at large.*	
1. Northeast Division (division engineer)	
1. Portland, Me., district	
2. Boston, Mass., district	
3. Newport, R. I., district	
4. New London, Conn., district	
5. New York, first district	
2. Eastern Division (division engineer)	
1. New York, second district	
2. New York, third district	
3. Baltimore, Md., district	
4. Wilmington, Del., district	
5. Philadelphia, Pa., district	
6. Porto Rico district	
7. Washington, D. C., district	
3. Southeast Division (division engineer)	
1. Norfolk, Va., district	
2. Charleston, S. C., district	
3. Wilmington, N. C., district	
4. Savannah, Ga., district	
5. Jacksonville, Fla., district	
4. Gulf Division (division engineer)	
1. Montgomery, Ala., district	
2. Mobile, Ala., district	
3. New Orleans, La., district	
4. Dallas, Tex., district	
5. Galveston, Tex., district	
5. Western Division (division engineer)	
1. Little Rock, Ark., district	
2. Vicksburg, Miss., district	
3. Kansas City, Mo., district	
4. St. Louis, Mo., district	
5. Rock Island, Ill., district	
6. St. Paul, Minn., district	
6. Central Division (division engineer)	
1. Cincinnati, Ohio, first district	
2. Cincinnati, Ohio, second district	
3. Nashville, Tenn., district	
4. Chattanooga, Tenn., district	
5. Pittsburgh, Pa., district	
6. Wheeling, W. Va., district	
7. Louisville, Ky., district	
7. Lakes Division (division engineer)	
1. Duluth, Minn., district	
2. Milwaukee, Wis., district	
3. Grand Rapids, Mich., district	
4. Cleveland, Ohio, district	
5. Buffalo, N. Y., district	
6. Detroit, Mich., district	
7. Chicago, Ill., district	
8. Oswego, N. Y., district	
8. Pacific Division (division engineer)	
1. San Francisco, Cal., first district	
2. San Francisco, Cal., second district	
3. San Francisco, Cal., third district	
4. Los Angeles, Cal., district	
5. Honolulu, Hawaii, district	

	Reference page.
Department of War—Continued.	
1. General administration—Continued.	
12. Corps of Engineers (Chief of Engineers)—Continued.	
5. *Engineer Department at large*—Continued.	
9. North Pacific Division	
1. Portland, Oreg., first district	
2. Portland, Oreg., second district	
3. Seattle, Wash., district	
10. Districts not embraced in any division	
1. Manila, P. I., fortification district	
2. Yellowstone National Park district	
3. Survey northern and northwestern lakes	
4. Habana, Cuba (raising U. S. S. Maine)	
5. California Débris Commission	
11. Special boards of engineers on river and harbor and fortification subjects	
NOTE.—The following represents the primary units of the characteristic organization of typical division office:	
1. Office proper of division engineer	
2. Division clerks	
3. Division assistant engineers	
The following represents the characteristic organization of typical engineer districts:	
1. Office	
1. Office proper of district officer	
2. Chief clerk	
1. Finance	
2. Correspondence	
3. Records	
4. Purchases	
5. Statistics	
6. Property	
7. Messenger	
3. Principal assistant engineer	
1. Technical engineering	
2. Drafting	
2. Field	
1. Assistants in the field	
1. Various individual river and harbor works	
2. Various fortification works	
3. Various miscellaneous works	

	Reference page.
Department of War.	
1. General administration.	
12. Corps of Engineers (Chief of Engineers).	
7. *Office Public Buildings and Grounds (military assistant).*	
1. Executive Mansion and grounds	
2. Public buildings, grounds, and parks	
3. Washington Monument	
4. Monuments and memorials	
5. Governmental telegraph	
6. Highway bridge across Potomac River	

	Reference page.
Department of War.	
1. General administration.	
12. Corps of Engineers (Chief of Engineers).	
8. *Washington Aqueduct (military assistant).*	
1. Washington Aqueduct	
2. Filtration plant	
3. McMillan Park	
4. Conduit Road	

	Reference page.
Department of War.	
1. General administration.	
13. *Ordnance Department (Chief of Ordnance).*	
1. General administration	
1. Office proper of Chief of Ordnance	
2. Chief clerk	
1. General clerical supervision	
2. Requisitions for office supplies	
3. Administrative Division (senior assistant)	
1. Personnel	
2. Civil service	
3. General administration of arsenals	
4. Examining Division (assistant)	
1. Finance section	
2. Property section	
5. Mail and Record Division (assistant)	
6. Small Arms and Equipment Division (assistant)	
7. Gun Division (assistant)	
8. Gun-carriage Division (assistant)	
2. Ordnance Department at large	
1. Arsenals	38
2. Proving ground	49
3. Depot	50
4. United States Military Academy, ordnance detachment	
5. Inspectors of ordnance	51
6. Chief Ordnance officers	52
7. Armament officers	53
8. Boards	54

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2. Ordnance Department at Large.	
1. *Arsenals.*	
1. Augusta Arsenal, Augusta, Ga	39
2. Benicia Arsenal, Benicia, Cal	40
3. Frankford Arsenal, Philadelphia, Pa	41
4. New York Arsenal, Governors Island, New York Harbor, N. Y	42
5. Picatinny Arsenal, Dover, N. J	43
6. Rock Island Arsenal, Rock Island, Ill	44
7. San Antonio Arsenal, San Antonio, Tex	45
8. Springfield Armory, Springfield, Mass	46
9. Watertown Arsenal, Watertown, Mass	47
10. Watervliet Arsenal, Watervliet, N. Y	48

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2. Ordnance Department at large.	
1. Arsenals.	
1. *Augusta Arsenal* (*commanding officer*).[1]	
1. Military Establishment	
1. Ordnance detachment (assistant)	
2. Adjutant (assistant)	
3. Quartermaster	
4. Commissary (assistant)	
5. Hospital (assistant)	
6. Recruiting officer (assistant)	
7. Summary court officer (assistant)	
2. Civil establishment	
1. Administrative Division	
1. Correspondence and Records section	
2. Finance section	
3. Property section	
4. Civil service section (assistant)	
2. Manufacturing Division	
1. Machine shop	
2. Foundry	
3. Blacksmith shop	
4. Carpenter shop	
5. Electrical room	
3. Armament Division	
4. Storage Division	

[1] Also armament officer (p. 53).

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2. Ordnance Department at large.	
1. Arsenals.	
2. *Benicia Arsenal* (*commanding officer*).[1]	
1. Military Establishment	
1. Ordnance detachment (assistant)	
2. Adjutant (assistant)	
3. Quartermaster (assistant)	
4. Commissary (assistant)	
5. Hospital (Medical Reserve Corps officers)	
6. Recruiting officer (assistant)	
7. Summary court officer (assistant)	
2. Civil establishment	
1. Administrative Division	
1. Correspondence and Record Division	
2. Finance section	
3. Property section (assistant)	
4. Civil service section (assistant)	
5. Outside section (assistant)	
6. Drafting room	
2. Manufacturing Division	
1. Machine shop	
2. Carpenter shop	
3. Blacksmith shop	
4. Paint shop	
5. Tinning plant	
6. Small-arms repair shop	
7. Saddler shop	
8. Plumbing shop	
9. Rubber tire shop	
3. Armament Division (assistant)	
4. Storage Division	
1. Storehouses	
2. Magazines	
3. Ammunition assembling plant	

[1] Also chief ordnance officer (p. 52) and armament officer (p. 53).

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2. Ordnance Department at large.	
1. Arsenals.	
3. *Frankford Arsenal* (*commanding officer*).	
1. Military Establishment	
1. Ordnance detachment (assistant)	
2. Adjutant (assistant)	
3. Quartermaster (assistant)	
4. Commissary (assistant)	
5. Hospital	
6. Recruiting officer (assistant)	
7. Summary court officer (assistant)	
2. Civil establishment	
1. Administrative Division	
1. Correspondence and record section	
2. Finance section (assistant)	
3. Property section (assistant)	
4. Civil service section (assistant)	
2. Manufacturing Division	
1. Indirect shops	
1. Power plant	
2. Stock department [1]	
3. Electrical shop	
4. Plumbing shop	
2. Direct shops	
1. Small-Arms Ammunition Department (assistant)	
1. Draw press shop	
2. Case shop	
3. Primer shop	
4. Loading shop	
5. Box and packing shop	
6. Proof house	
2. Artillery Ammunition Department (assistant)	
1. Artillery case shop	
2. Fuse shop	
3. Shrapnel shop	
4. High-explosive shop	
5. Assembling shop	
3. Instrument Department	
1. Machine shop	
2. Sight shop	
3. Optical shop	
3. Auxiliary Shop	
1. Drafting room	
2. Chemical laboratory	
3. Printing shop	
4. Carpenter shop	
5. Paint shop	
6. Tin shop	
7. Forge shop	
8. Brass foundry	
3. Storage Division (assistant)	
4. Powder Inspection Division (assistant)	

[1] Including sorting shops.

	Reference page.
Department of War	
1. General administration	
13. Ordnance Department	
2. Ordnance Department at large	
1. Arsenals	
4. *New York Arsenal* (*commanding officer*).[1]	
1. Office division	
1. Correspondence and record section	
2. Finance section	
3. Property section	
4. Civil Service section	
2. Storehouse division	
3. Armament division (assistant)	
4. Inspection, for outside manufactures (assistant)	

[1] Also chief ordnance officer (p. 52) and armament officer (p. 53).

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2. Ordnance Department at large.	
1. Arsenals.	
5. *Picatinny Arsenal* (*commanding officer*).	
1. Military establishment	
1. Adjutant (assistant)	
2. Quartermaster (assistant)	
2. Civil establishment	
1. Administrative division	
1. Correspondence and Record section	
2. Finance section	
3. Property section	
4. Civil Service section	
5. Outside section	
6. Drafting room	
7. Chemical laboratory (assistant)	
2. Manufacturing division (assistant)	
1. Auxiliary shops	
1. Carpenter shop	
2. Electrical shop	
3. Pipe and tin shop	
4. Machine shop	
5. Paint shop	
6. Smith shop	
7. Creosoting shop	
2. Powder factory	
1. Power plant	
2. Cotton dry house	
3. Acid mixing house	
4. Pulping house	
5. Dehydrating house	
6. Finishing house	
7. Ether-alcohol house	
8. Blending houses	
9. Cotton picker house	
10. Nitrating house	
11. Boiling house	
12. Poaching house	
13. Mixing house	
14. Solvent recovery	
15. Dry houses	
16. Proof house	
3. Storage division (assistant)	
1. Filing house	
2. Magazines	
3. Projectile shed	
4. Powder inspection division (assistant)	

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2. Ordnance Department at large.	
1. Arsenal.	
6. *Rock Island Arsenal (commanding officer).*	
1. Military establishments	
1. Ordnance detachment (assistant)	
2. Adjutant (assistant)	
3. Quartermaster (assistant)	
4. Commissary (assistant)	
5. Hospital (contract surgeon)	
6. Recruiting officer	
7. Summary court officer	
8. Post exchange (assistant)	
2. Civil establishment	
1. Administrative division	
1. Correspondence and Record division	
2. Finance section (assistant)	
3. Property section (assistant)	
4. Civil Service section (assistant)	
5. Outside section (assistant)	
6. Drafting room (assistant)	
7. Chemical laboratory (assistant)	
8. Testing section (assistant)	
9. Mechanics' and saddlers' schools for enlisted men (assistants)	
2. Manufacturing division	
1. Power plant (assistant)	
2. Gun-carriage shops (assistant)	
1. Machine shop	
2. Foundry	
3. Blacksmith	
4. Proving ground	
3. Armory shops (assistant)	
1. Forge shop	
2. Machine shop	
3. Assembling, polishing, and filing shops	
4. Stocking shop	
5. Barrel and receiver shop	
6. Sight and guard shop	
7. Bolt shop	
4. Harness shop (assistant)	
1. Leather department	
2. Cloth department	
5. Equipment shop, including plating and polishing rooms and tin shop (assistant)	
6. Carpenter shop, including paint and printing shops (assistant)	
3. Storage division (assistant)	
1. Storehouses	
2. Magazine	
4. Armament division (assistant)	

[1] Also chief ordnance officer (p. 52) and armament officer (p. 53).

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2. Ordnance Department at Large.	
1. Arsenals.	
7. *San Antonio Arsenal* (*commanding officer*).[1]	
1. Office division	
1. Correspondence and record section	
2. Finance section	
3. Property section	
2. Storehouse division	
3. Shop division	
1. Blacksmith shop	
2. Machine shop	
3. Carpenter shop	
4. Armament division	

[1] Also armament officer (p. 53).

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2. Ordnance Department at Large.	
1. Arsenals.	
8. *Springfield Armory, Springfield, Mass.* (*commanding officer*).	
1. Military Establishment	
1. Ordnance detachment (assistant)	
2. Adjutant (assistant)	
3. Quartermaster (assistant)	
4. Com nissary (assistant)	
5. Hospital (contract surgeon)	
6. Recruiting officer (assistant)	
7. Summary court officer (assistant)	
8. Post exchange (assistant)	
2. Civil Establishment	
1. Administrative Division	
1. Correspondence and record section	
2. Finance section (assistant)	
3. Property section (assistant)	
4. Civil-service section (assistant)	
5. Outside section (assistant)	
6. Engineering department and planning room, including drafting room (assistant).	
2. Manufacturing Division	
1. Hillshops (assistant)	
1. Experimental department	
2. Machine shop	
3. Carpenter shop	
4. Stocking shop	
5. Box shop	
6. Filing shop	
7. Bolt shop	
8. Milling shop	
9. Receiver shop	
10. Sight shop	
11. Polishing shop	
12. Hardening shop	
13. Power plant	
2. Watershops (assistant)	
1. Forge shop	
2. Barrel shop	
3. Milling shop	
4. Drilling shop	
5. Bayonet shop	
6. Polishing shop	
7. Machine shop	
8. Target house	
9. Power plant	
3. Assembling shop (assistant)	
3. Storage Division (assistant)	
4. Inspection Division, for outside manufactures (assistant)	

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2. Ordnance Department at large.	
1. Arsenals.	
9. *Watertown Arsenal (commanding officer).*[1]	
1. Military Establishment	
1. Ordnance detachment (assistant)	
2. Quartermaster (assistant)	
3. Commissary (assistant)	
4. Hospital (contract surgeon)	
5. Recruiting officer (assistant)	
6. Summary court officer (assistant)	
7. Post exchange (assistant)	
2. Civil Establishment	
1. Administrative Division	
1. Correspondence and record section	
2. Finance section (assistant)	
3. Property section (assistant)	
4. Civil-service section (assistant)	
5. Outside section	
6. Engineering department, including drafting room	
7. Practical shop course for officers (assistant)	
2. Manufacturing Division (assistant)	
1. Planning room	
2. Testing and chemical laboratory (assistant)	
3. Power plant (assistant)	
4. Machine shop (assistant)	
5. Erecting shop (assistant)	
6. Forge shop (assistant)	
7. Foundry (assistant)	
8. Pattern (assistant)	
9. Carpenter shop, including pattern shop (assistant)	
10. Paint shop (assistant)	
11. Plumbing and masonry work (assistant)	
3. Armament Division (assistant)	
4. Storage Division (assistant)	

[1] Also armament officer (p. 53).

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2. Ordnance Department at large.	
1. Arsenals.	
10. *Watervliet Arsenal (commanding officer).*	
1. Military Establishment	
1. Ordnance detachment	
2. Adjutant (assistant)	
3. Quartermaster (assistant)	
4. Commissary (assistant)	
5. Hospital (contract surgeon)	
6. Recruiting officer (assistant)	
7. Summary court officer (assistant)	
2. Civil establishment	
1. Administrative division	
1. Correspondence and record section	
2. Finance section (assistant)	
3. Property section (assistant)	
4. Civil-service section (assistant)	
5. Outside section (assistant)	
6. Engineering section, including drafting room (assistant)	
2. Manufacturing division (assistant)	
1. Planning room	
2. Power plant	
3. Seacoast gun shop	
4. Grinding and tool room	
5. Shrinkage pit	
6. Field gun shop	
7. Smith shop	
8. Carpenter shop	
9. Foundry	
3. Storage division (assistant)	

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department (Chief of Ordnance).	
2. Ordnance Department at large.	
2. *Proving ground.*	
1. Military Establishment	
1. Ordnance detachment (assistant)	
2. Adjutant (assistant)	
3. Quartermaster (assistant)	
4. Recruiting officer (assistant)	
5. Summary court officer (assistant)	
6. Post exchange (assistant)	
7. Signal officer (assistant)	
8. Attending surgeon	
2. Civil establishment	
1. Administrative division	
1. Correspondence and record section	
2. Finance section (assistant)	
3. Property section (assistant)	
4. Civil-service section (assistant)	
5. Outside section (assistant)	
6. Drafting room (assistant)	
2. Experimental and proof firing division (assistant)	
1. Proof battery	
2. Instrument room	
3. Record section	
4. Photographic section	
3. Manufacturing and repair division (assistant)	
1. Power plant	
2. Machine and blacksmith shop	
3. Plumbing shop	
4. Carpenter shop	
5. Paint shop	
4. Storage division (assistant)	
1. Storehouses	
2. Magazines	
5. Armament division	
6. Transportation division	
1. Sandy Hook Railroad	
2. Steamer "Ordnance" (assistant)	
7. Ordnance School of Application (assistant)	
1. Chemical and electrical laboratory	
2. Machine shop	
3. Library	

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department (Chief of Ordnance).	
2. Ordnance Department at large.	
3. *Manila ordnance depot (commanding officer)*[1].	
1. Military establishment	
1. Ordnance detachment (assistant)	
2. Adjutant (assistant)	
3. Quartermaster (assistant)	
4. Commissary (assistant)	
5. Recruiting officer (assistant)	
6. Summary court office (assistant)	
2. Civil establishment	
1. Administrative division	
1. Correspondence and record section	
2. Finance section (assistant)	
3. Property section (assistant)	
4. Outside section (assistant)	
5. Drafting room	
2. Manufacturing and repair division	
1. Power plant	
2. Machine shop	
3. Foundry	
4. Small arms repair shop	
5. Blacksmith shop	
6. Harness shop	
7. Carpenter shop	
8. Ammunition work	
3. Storage division	
1. Storehouses	
2. Magazines	
4. Armament division (assistant)	

[1] Also armament officer (p. 53) and chief ordnance officer (p. 52).

	Reference page.
1. Department of War.	
1. General administration.	
13. Ordnance Department (Chief of Ordnance).	
2. Ordnance Department at large.	
5. *Inspectors of Ordnance.*	
1. Inspector of ordnance at Midvale Steel Works, Philadelphia, Pa.....	
2. Inspector of ordnance at South Bethlehem, Pa.....	
3. Inspector of ordnance at Newport News, Va.....	
4. Inspector of ordnance at Richmond, Va.....	
5. Inspector of ordnance at Baltimore, Md.....	
6. Inspector of ordnance at Pittsburg, Pa.....	

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department (Chief of Ordnance).	
2. Ordnance Department at large.	
6. *Chief ordnance officers.*	
1. Chief ordnance officer, Eastern Division	(1)
2. Chief ordnance officer, Central Division	(2)
3. Chief ordnance officer, Western Division	(3)
4. Chief ordnance officer, Philippines Division	(4)

[1] See New York Arsenal (p. 42).
[2] See Rock Island Arsenal (p. 44).
[3] See Benicia Arsenal, Benicia, Cal. (p. 40).
[4] See Manila Ordnance Depot (p. 50).

	Reference page.
Department of War.	
1. General administration	
13. Ordnance Department.	
2. Ordnance Department at large.	
7. *Armament officers.*	
1. Augusta Arsenal	(1)
2. Benicia Arsenal	(2)
3. New York Arsenal	(3)
4. Rock Island Arsenal	(4)
5. San Antonio Arsenal	(5)
6. Watertown Arsenal	(6)
7. Sandy Hook Proving Ground	(7)
8. Manila Ordnance Depot	(8)

[1] See 1-1-13-2-1-1 (p. 39) Augusta Arsenal.
[2] See 1-1-13-2-1-2 (p. 40) Benicia Arsenal.
[3] See 1-1-13-2-1-4 (p. 42) New York Arsenal.
[4] See 1-1-13-2-1-6 (p. 44) Rock Island Arsenal.
[5] See 1-1-13-2-1-7 (p. 45) San Antonio Arsenal.
[6] See 1-1-13-2-1-9 (p. 47) Watertown Arsenal.
[7] See 1-1-13-2-2 (p. 49) Sandy Hook Proving Ground.
[8] See 1-1-13-2-3 (p. 50) Manila Ordnance Depot.

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2. Ordnance Department at large	
8. *Boards.*	
1. Ordnance board	55
2. Board for testing rifled cannon	56
3. Board of ordnance and fortification	57
4. Panama fortification board	58
5. Joint Army and Navy board on specifications for smokeless powder for cannon	59
6. Joint Army and Navy board on specifications for gun forgings	60
7. Board of Engineers	61

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2. Ordnance Department at large.	
8. Boards.	
1. *Ordnance board.*	
1. Ordnance officer, president	
2. Ordnance officer (member)	
3. Ordnance officer (member)	
4. Coast Artillery Corps officer (member)	
5. Engineer officer (member)	
6. Signal Corps officer	(1)

[1] Member for consideration of ordnance material for attack of aeroplanes and balloons.

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2. Ordnance Department at large.	
8. Boards.	
2. *Board for testing rifled cannon, Sandy Hook Proving Ground, N. J.*	
1. Ordnance officer, president	
2. Ordnance officer (member)	
3. Ordnance officer (member)	
4. Ordnance officer (member)	
5. Coast Artillery Corps officer (member)	

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2. Ordnance Department at large.	
8. Boards.	
3. *Board of Ordnance and Fortification, Washington, D. C.*	
1. Ordnance officer (Chief of Ordnance).....	

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2. Ordnance Department at large.	
8. Boards.	
4. *Panama Fortification Board.*	
1. Ordnance officer (Chief of Ordnance).....	

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2. Ordnance Department at large.	
8. Boards.	
5. *Joint Army and Navy board on specifications for smokeless powder for cannon.*	
1. Commanding officer, powder factory, Picatinny Arsenal.....	
2. Inspector of powder, Frankford Arsenal.....	
3. Assistant to Chief of Ordnance charged with details of powder matters.....	

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2. Ordnance Department at large.	
8. Boards.	
6. *Joint Army and Navy board on specifications for gun forgings.*	
1. Member of ordnance board most experienced in the manufacture of steel and in the design and manufacture of guns.....	
2. Officer on duty at Watertown Arsenal in immediate charge of steel plant and forging plant.....	
3. Assistant to Chief of Ordnance charged with details of gun design and construction.....	

	Reference page.
Department of War.	
1. General administration.	
13. Ordnance Department.	
2 Ordnance Department at large.	
8. Boards.	
7. *Board of Engineers.*	
1. Member of Ordnance Board.....	(1)

[1] Best qualified to give advice and assistance in engineering matters involving ordnance questions.

	Reference page.
Department of War.	
1. General administration.	
14. *Office of Chief Signal Officer (Signal Corps).*	
1. General administration	
1. Chief clerk	
1. Administrative Division	
1. Commissioned personnel	
2. Enlisted personnel	
3. Civilian personnel	
4. Mail and records	
5. Photo record room	
2. Disbursing Division	
1. Purchase and inspection of supplies	
2. Examination of money accounts	
3. Examination of property accounts	
3. Electrical and Telegraph Division	
1. Design of equipment	
2. Laboratory and research work	
3. Blue-print room	
4. Drafting room	
5. Issue of supplies	
4. Aeronautical Division	
2. Field organization	
1. Eastern Division (Chief Signal officer)	
2. Central Division (Chief Signal officer)	
3. Western Division (Chief Signal officer)	
4. Philippines Division (Chief Signal officer)	
3. General supply depots	
1. Fort Wood, N. Y.	
2. Fort Omaha, Nebr.	
3. Fort Mason, Cal.	
4. Washington-Alaska military cable and telegraph system	
1. First section	
2. Second section	
3. Third section	
4. Fourth section	
5. Aviation schools	
1. College Park, Md.	
2. San Antonio, Tex.	

	Reference page.
Department of War.	
1. General administration.	
15. *Bureau of Insular Affairs (chief of bureau).*	
1. Office proper of chief of bureau	
2. Assistants to chief of bureau	
3. Law officer	
4. Chief clerk	
5. Division of Statistics	
6. Division of Accounts	
7. Division of Purchases and Disbursements	
1. Insular purchasing office, New York, N. Y	
8. Administrative and Correspondence Division	
9. Record Division	
10. Division of Compilation, Translation, and Distribution of Documents	
11. Superintendent of Filipino students	

	Reference page.
Department of War.	
1. General administration.	
16. *Board of Ordnance and Fortification.*	
1. Board proper (7 members)	
2. Ordnance committee (1 member)	
3. Engineer committee (1 member)	
4. Artillery committee (3 members)	
5. Correspondence, records, and files	

	Reference page.
Department of War.	
2. The Army.	
1. Divisional organization	
1. *Eastern Division.*	
1. Major general commanding	
2. Staff	
1. Chief of Staff	
1. Assistant	
2. Adjutant General	
3. Inspector General	
1. Assistants (3)	
4. Judge Advocate	
1. Assistant	
5. Chief Quartermaster	
1. Assistant	
6. Chief Commissary	
7. Chief Surgeon	
1. Assistant	
8. Chief Paymaster	
9. Chief Engineer officer	
10. Chief Ordnance officer	
11. Chief Signal officer	
12. Coast Defense officer	
1. Assistant	
3. Department of the East	
1. Brigadier general commanding	
2. Adjutant General	
3. Garrisoned posts	66
4. Department of the Gulf	
1. Brigadier general commanding	
2. Adjutant general	
3. Garrisoned posts	67
NOTE.—For field service at large, classified according to function, see Appendix.	

	Reference page.
Department of War.	
2. The Army.	
1. Divisional organization.	
1. Eastern Division.	
3. Department of the East.	
3. *Garrisoned posts.*	
1. Maine	
1. Fort Foster	
1. Coast Artillery	
2. Fort Levett	
Coast Artillery	
3. Fort Lyon.	
1. Coast Artillery	
4. Fort McClary	
1. Coast Artillery	
5. Fort McKinley	
1. Coast Artillery	
6. Fort Popham	
1. Coast Artillery	
7. Fort Preble.	
1. Coast Artillery	
8. Fort Williams.	
1. Coast Artillery	
9. Fort Baldwin.	
1. Coast Artillery	
2. New Hampshire	
1. Fort Constitution	
1. Coast Artillery	
2. Fort Stark.	
1. Coast Artillery	
3. Massachusetts.	
1. Fort Andrews.	
1. Coast Artillery	
2. Fort Banks.	
1. Coast Artillery	
3. Fort Heath	
1. Coast Artillery	
4. Fort Revere.	
1. Coast Artillery	
5. Fort Rodman.	
6. Fort Standish	
1. Coast Artillery	
7. Fort Strong	
1. Coast Artillery	
8. Fort Warren	
1. Coast Artillery	
9. Fort Dodman	
1. Coast Artillery	
4. Rhode Island	
1. Fort Adams	
1. Coast Artillery	
2. Fort Getty	
1. Coast Artillery	
3. Fort Greble	
1. Coast Artillery	
4. Fort Mansfield	
1. Coast Artillery	
5. Fort Phil Kearney	
1. Coast Artillery	
6. Fort Wetherill	
1. Coast Artillery	

	Reference page.
Department of War—Continued.	
2. The Army—Continued.	
1. Divisional organization—Continued.	
1. Eastern Division—Continued.	
3. Department of the East—Continued.	
3. *Garrisoned posts*—Continued.	
5. New Jersey	
1. Fort Hancock	
1. Coast Artillery	
2. Fort Sandy Hook	
1. Coast Artillery	
6. Delaware	
1. Fort Dupont	
1. Coast Artillery	
2. Fort Mott	
1. Coast Artillery	
3. Fort Delaware	
1. Coast Artillery	
7. New York	
1. Fort Hamilton	
1. Coast Artillery	
2. Fort H. G. Wright	
1. Coast Artillery	
3. Fort Jay	
1. Coast Artillery	
2. Infantry (Twenty-ninth Regiment)	
1. Company I	
2. Company K	
3. Company L	
4. Company M	
4. Madison Barracks	
1. Infantry (Twenty-fourth Regiment)	
1. Companies A, B, C, D, I, K, L, and M	
5. Fort Porter	
1. Coast Artillery	
2. Infantry (Twenty-ninth Regiment)	
1. Companies A, B, C, and D	
6. Fort Schuyler	
1. Coast Artillery	
7. Fort Slocum	
8. Fort Terry	
1. Coast Artillery	
9. Fort Totten	
1. Coast Artillery	
10. Fort Wadsworth	
1. Coast Artillery	
11. Fort Wood	
12. Fort Michie	
1. Coast Artillery	
13. Fort Niagara	
1. Infantry (Twenty-ninth Regiment, Companies E, F, G, and H)	
14. Fort Ontario	
1. Infantry (Twenty-fourth Regiment Companies F, G, and H)	
15. Plattsburg Barracks	
1. Infantry (Fifth Regiment)	
16. Fort Tyler	
1. Coast Artillery	
8. Ohio	
1. Columbus Barracks	

	Reference page.
Department of War—Continued.	
2. The Army—Continued.	
1. Divisional organization—Continued.	
1. Eastern Division—Continued.	
3. Department of the East—Continued.	
3. *Garrisoned posts*—Continued.	
9. Virginia	
1. Fort Hunt	
1. Coast Artillery	
2. Fort Monroe	
1. Coast Artillery	
3. Fort Myer	
1. Cavalry (Fifteenth Regiment, first squadron)	
4. Fort Wool	
1. Coast Artillery	
10. District of Columbia	
1. Washington Barracks	
11. Connecticut	
1. Fort Trumbull	
1. Coast Artillery	
12. Vermont	
1. Fort Ethan Allen	
1. Cavalry (Tenth Regiment)	
13. Maryland	
1. Fort Armistead	
1. Coast Artillery	
2. Fort Carroll	
1. Coast Artillery	
3. Fort Howard	
1. Coast Artillery	
4. Fort McHenry	
1. Coast Artillery	
5. Fort Smallwood	
1. Coast Artillery	
6. Fort Washington	
1. Coast Artillery	
14. Porto Rico	
1. Henry Barracks	
1. Coast Artillery	

	Reference page.
Department of War.	
2. The Army.	
1. Divisional organization.	
1. Eastern Division.	
4. Department of the Gulf.	
3. *Garrisoned posts.*	
1. Kentucky	
1. Fort Thomas	
2. North Carolina	
1. Fort Caswell	
1. Coast Artillery	
3. South Carolina	
1. Fort Fremont	
1. Coast Artillery	
2. Fort Moultrie	
1. Coast Artillery	
3. Fort Sumter	
1. Coast Artillery	
4. Georgia	
1. Fort McPherson	
2. Fort Oglethorpe	
3. Fort Pulaski	
1. Coast Artillery	
4. Fort Screven	
1. Coast Artillery	
5. Alabama	
1. Fort Gaines	
1. Coast Artillery	
2. Fort McRee	
1. Coast Artillery	
3. Fort Morgan	
1. Coast Artillery	
6. Florida	
1. Fort Barancas	
1. Coast Artillery	
2. Fort Dade	
1. Coast Artillery	
3. Fort De Soto	
1. Coast Artillery	
4. Key West Barracks	
1. Coast Artillery	
5. Fort Pickens	
1. Coast Artillery	
6. Fort Taylor	
1. Coast Artillery	
7. Texas	
1. Fort Crockett	
1. Coast Artillery	
2. Fort Jacinto	
1. Coast Artillery	
3. Fort Travis	
1. Coast Artillery	
8. Louisiana	
1. Jackson Barracks	
1. Coast Artillery	
2. Fort St. Philip	
1. Coast Artillery	
3. Fort Jackson	
1. Coast Artillery	

	Reference page.
Department of War.	
2. The Army.	
1. Divisional organization.	
2. *Central Division.*	
1. Major general commanding	
2. Staff	
1. Chief of Staff	
2. Adjutant General	
3. Inspector General	
4. Judge Advocate	
5. Chief Quartermaster	
6. Chief Commissary	
7. Chief Surgeon	
8. Chief Paymaster	
9. Chief Engineer Officer	
10. Chief Ordnance Officer	
11. Chief Signal Officer	
3. Department of the Lakes	
1. Brigadier general commanding	
2. Adjutant general	
3. Garrisoned posts	69
4. Department of the Missouri	
1. Brigadier general commanding	
2. Adjutant general	
3. Garrisoned posts	70
5. Department of Texas	
1. Brigadier general commanding	
2. Adjutant general	
3. Garrisoned posts	71

	Reference page.
Department of War.	
2. The Army.	
1. Divisional organization.	
2. Central Division.	
3. Department of the Lakes.	
3. *Garrisoned posts.*	
1. North Dakota	
1. Fort Lincoln	
1. Infantry (Fourteenth Regiment, Companies A, B, C, and D)	
2. Minnesota	
1. Fort Snelling	
1. Field Artillery (Fifth Regiment, Company D)	
3. Michigan	
1. Fort Brady, Mich	
1. Infantry (Twenty-sixth Regiment, Companies E, F, G, and H)	
2. Fort Wayne	
1. Infantry (Twenty-sixth Regiment, Companies A, B, C, and D)	
4. Illinois	
1. Rock Island Arsenal	
2. Fort Sheridan	
1. Infantry (Twenty-seventh Regiment)	
2. Cavalry (Fifteenth Regiment, Third squadron)	
3. Field Artillery (Fifth Regiment, Company F)	
5. Indiana	
1. Fort Benjamin Harrison	

	Reference page.
Department of War.	
2. The Army.	
1. Divisional organization.	
2. Central Division.	
4. Department of the Missouri.	
3. *Garrisoned posts.*	
1. South Dakota	
1. Fort Meade	
2. Wyoming	
1. Fort Mackenzie	
2. Fort D. A. Russell	
1. Infantry (Second Regiment, Companies I, K, L, and M)	
3. Nebraska	
1. Fort Crook	
1. Infantry (Fourth Regiment, Companies A, B, C, D, E, F, G, H)	
2. Fort Omaha	
3. Fort Robinson	
1. Cavalry (Twelfth Regiment, First and Second squadrons)	
4. Iowa	
1. Fort Des Moines	
5. Missouri	
1. Jefferson Barracks	
6. Colorado	
1. Fort Rogan	
7. Kansas	
1. Fort Riley	
1. Cavalry (Thirteenth Regiment)	
2. Field Artillery (Sixth Regiment)	
2. Fort Leavenworth	
1. Cavalry (Fifteenth Regiment, Second squadron)	
2. Field Artillery (Fifth Regiment Company E)	

	Reference page.
Department of War.	
2. The Army.	
1. Divisional organization.	
2. Central Division.	
5. Department of Texas.	
3. *Garrisoned posts.*	
1. New Mexico	
1. Fort Bayard	
2. Fort Wingate	
2. Oklahoma	
1. Fort Sill	
1. Field Artillery	
1. First Regiment, Companies D and E.	
2. Fifth Regiment, Company C	
3. Texas	
1. Fort Bliss	
1. Infantry (Twenty-third Regiment, Companies E, F, G, and H)	
2. Fort Brown	
3. Fort Clark	
1. Infantry (Twenty-third Regiment, Companies I, K, L, and M)	
4. Fort McIntosh	
1. Infantry (Twenty-third Regiment, Companies A, B, C, and D)	
5. Fort Sam Houston	
6. San Antonio	
1. Arsenal	
2. Infantry	
1. Tenth Regiment	
2. Eleventh Regiment	
3. Thirteenth Regiment	
4. Fifteenth Regiment	
5. Seventeenth Regiment	
6. Eighteenth Regiment	
7. Twenty-second Regiment	
8. Twenty-eighth Regiment	
3. Cavalry	
1. Third Regiment	
2. Ninth Regiment	
3. Eleventh Regiment	
4. Field Artillery	
1. Fourth Regiment (light)	
2. Fourth Regiment (mountain)	
7. El Paso	
1. Cavalry (Fourth Regiment)	
4. Arkansas	
1. Army and Navy General Hospital, Hot Springs	
2. Fort Logan H. Roots	
1. Infantry (Fourth Regiment)	
1. Companies I, K, L, and M	

	Reference page.
Department of War.	
2. The Army.	
1. Divisional organization.	
3. *Western Division.*	
1. Major general commanding	
2. Staff	
1. Chief of Staff	
2. Adjutant General	
3. Inspector General	
4. Judge Advocate	
5. Chief Quartermaster	
6. Chief Commissary	
7. Chief Surgeon	
8. Chief Paymaster	
9. Chief Engineer Officer	
10. Chief Ordnance Officer	
11. Chief Signal Officer	
12. Coast Defense Officer	
3. Department of California	
1. Brigadier general commanding	
2. Adjutant general	
3. Garrisoned posts	73
4. Department of the Columbia	
1. Brigadier general commanding	
2. Adjutant general	
3. Garrisoned posts	74

	Reference page.
Department of War.	
2. The Army.	
1. Divisional organization.	
3. Western Division.	
3. Department of California.	
3. *Garrisoned posts.*	
1. Arizona	
1. Fort Apache	
1. Cavalry (Twelfth Regiment, Companies L and M)	
2. Fort Huachuca	
1. Cavalry	
1. Sixth Regiment (Third Squadron)	
2. Twelfth Regiment (Companies I and K)	
3. Fort Nagales	
1. Cavalry (Sixth Regiment, Second Squadron)	
4. Fort Yuma	
1. Cavalry (First Regiment, Companies B and H)	
5. Fort Douglas	
1. Cavalry (Sixth Regiment, First Squadron)	
6. Whipple Barracks	
2. California	
1. Alcatriz, Idaho	
2. Fort Baker	
1. Coast Artillery	
3. Fort Barry	
1. Coast Artillery	
4. Benicia Barracks	
5. Fort McDowell	
1. Coast Artillery	
6. Fort Mason	
7. Fort Miley	
1. Coast Artillery	
8. Fort Winfield Scott	
1. Coast Artillery	
9. Presidio of Monterey	
10. Fort Pico Pico	
1. Coast Artillery	
11. Fort Rosecrans	
12. Calevico	
1. Cavalry (First Regiment, Companies K and L)	
13. San Diego	
1. Coast Artillery	
2. Infantry	
1. Eighth Regiment	
2. Thirtieth Regiment	
14. Sequoia National Park	
1. Cavalry (First Regiment, Company A)	
15. Yosemite National Park	
1. Cavalry (First Regiment, Companies C and D)	
16. Presidio of San Francisco	
1. Coast Artillery	
2. Field Artillery	
1. Second Regiment (Company E)	
2. Fifth Regiment (Companies A and B)	

	Reference page.
Department of War—Continued.	
2. The Army—Continued.	
1. Divisional organization—Continued.	
3. Western Division—Continued.	
3. Department of California—Continued.	
3. *Garrisoned posts*—Continued.	
3. Hawaiian Islands	
1. Fort De Russey	
1. Coast Artillery	
2. Fort Ruger	
1. Coast Artillery	
3. Schofield Barracks	
1. Cavalry (Fifth Regiment)	
2. Field Artillery (First Regiment, Company F)	
3. Infantry (Second Regiment, Companies A. B. C, D, E, F, G, and H)	
4. Fort Shafter	
5. Fort Kamehameha	
6. Fort Armstrong	
7. Fort Upton	
1. Coast Artillery	
8. Military Reservation of Kaakankukai Reef, Hawaii	
4. Utah	
1. Fort Douglas	
2. Fort Duchesne	
1. Cavalry (First Regiment, Company M)	

	Reference page.
Department of War.	
2. The Army.	
1. Divisional organization.	
3. Western Division.	
4. Department of Columbia.	
3. *Garrisoned posts.*	
1. Alaska	
1. Fort Davis	
1. Infantry (Sixteenth Regiment, Companies E, G, H, and K)	
2. Fort Egbert	
3. Fort Gibbon	
1. Infantry (Sixteenth Regiment, Companies A and L)	
4. Fort Liscum	
1. Infantry (Sixteenth Regiment, Companies C and I)	
5. Fort St. Michael	
1. Infantry (Sixteenth Regiment, Companies D and M)	
6. Fort William H. Seward	
1. Infantry (Sixteenth Regiment, Companies E, G, H, and K)	
2. Idaho	
1. Boise Barracks	
3. Montana	
1. Fort Assiniboine	
2. Fort Missoula	
1. Infantry (Fourteenth Regiment, Companies I, K, L, and M)	
3. Fort W. H. Harrison	
1. Infantry (Fourteenth Regiment, Companies E, F, G, and H)	
4. Oregon	
1. Fort Stevens	
1. Coast Artillery	
5. Wyoming	
1. Fort Yellowstone	
1. Cavalry (First Regiment, Companies E, F, G, and H)	
6. Washington	
1. Fort Canby	
1. Coast Artillery	
2. Fort Casey	
1. Coast Artillery	
3. Fort Columbia	
1. Coast Artillery	
4. Fort Flagler	
1. Coast Artillery	
5. Fort George Wright	
1. Infantry (Twenty-fifth Regiment, Companies E, F, G, H, I, K, L, and M)	
6. Fort Lawton	
1. Infantry (Twenty-fifth Regiment, Companies A, B, C, and D)	
7. Vancouver Barracks	
1. Field Artillery (Second (Mountain) Regiment: Companies D and F)	
2. Infantry (First Regiment)	

	Reference page.
Department of War—Continued.	
2. The Army—Continued.	
1. Divisional organization—Continued.	
3. Western Division—Continued.	
4. Department of Columbia—Continued.	
3. *Garrisoned posts*—Continued.	
6. Washington—Continued.	
8. Fort Ward	
1. Coast Artillery	
9. Middle Point	
1. Coast Artillery	
10. Fort Warden	
1. Coast Artillery	

	Reference page.
Department of War.	
2. The Army.	
1. Divisional organization.	
4. *Philippines Division.*	
1. Major general commanding	
2. Staff	
1. Chief of Staff	
2. Adjutant General	
3. Inspector General	
4. Judge Advocate	
5. Chief Quartermaster	
6. Chief Commissary	
7. Chief Surgeon	
8. Chief Paymaster	
9. Chief Engineer Officer	
10. Chief Ordnance Officer	
11. Chief Signal Officer	
12. Coast Defense Officer	
3. Department of Luzon	
1. Brigadier general commanding	
2. Adjutant General	
3. Garrisoned posts	76
4. Department of the Visayas	
1. Brigadier general commanding	
2. Adjutant General	
3. Garrisoned posts	77
5. Department of Mindanao	
1. Brigadier general commanding	
2. Adjutant General	
3. Garrisoned posts	78

	Reference page.
Department of War.	
2. The Army.	
1. Divisional organization.	
4. Philippines Division.	
3. Department of Luzon.	
3. *Garrisoned posts.*	
1. Balabak	
2. Brooks Point	
3. Camp Eldridge	
1. Infantry (Seventh Regiment, Companies A, B, C, and D)	
4. Camp Gregg	
5. Camp McGrath	
1. Cavalry (Eighth Regiment)	
6. Camp Stotsenburg	
1. Cavalry (Fourteenth Regiment)	
7. Camp Treadwell	
8. Camp Wallace	
9. Camp Wilhelm	
10. Dagupan	
11. Fort Wm. McKinley	
1. Cavalry (Seventh Regiment)	
2. Field Artillery (First Regiment, Companies A, B, and C)	
3. Infantry	
1. Seventh Regiment (Companies E, F, G, H, I, K, L, and M)	
2. Twelfth Regiment (Companies A, C, D, E, F, G, I, K, L, and M)	
12. Infanta	
13. Cuartel de Espano	
14. Cuartel de Infanteria	
1. Infantry (Twentieth Regiment)	
15. Estado Mayor	
16. Puerto Princesa	
17. Regan Barracks	
18. Calapan	
19. Grande Island	
1. Coast Artillery	
20. Chiquita Island	
1. Coast Artillery	
21. Corregidor Island	
1. Coast Artillery	
22. Caballo Island	
1. Coast Artillery	
23. Carabao Island	
1. Coast Artillery	
24. El Fraile Island	
1. Coast Artillery	
25. Camp John Hay	
1. Infantry (Twelfth Regiment, Companies B and H)	

	Reference page.
Department of War.	
2. The Army.	
1. Divisional organization.	
4. Philippines Division.	
4. Department of the Visayas.	
3. *Garrisoned posts.*	
1. Camp Bumpus	
2. Camp Connell	
3. Camp Hoyt	
4. Camp Jossman	
1. Infantry (Nineteenth Regiment)	
5. Dumaguste	
6. Fort San Pedro	
1. Infantry (Ninth Regiment: Companies G and H)	
7. Gandara	
8. Iloilo	
9. Togabiran	
10. Warwick Barracks	
1. Infantry (Ninth Regiment: Companies A, B, C, D, E, and F)	
11. Fort Downes	
1. Infantry (Ninth Regiment: Companies I, K, L, and M)	

	Reference page.
Department of War.	
2. The Army.	
1. Divisional organization.	
4. Philippines Division.	
5. Department of Mindanao.	
3. *Garrisoned posts.*	
1. Augur Barracks	
1. Cavalry (Second Regiment)	
1. First Squadron	
2. Third Squadron	
2. Infantry (Third Regiment: Companies E, F, G, and H)	
2. Bojelebung	
3. Camp Keithley	
1. Infantry (Sixth Regiment: Companies A, B, C, D, E, F, I, L, and M)	
4. Camp Overton	
1. Cavalry (Second Regiment)	
1. Second Squadron	
5. Camp Vicars	
6. Compostela	
7. Dalama	
8. Dapitan	
9. Davao	
10. Dipolog	
11. Fort Pikit	
12. Glan	
13. Ipil	
14. Cotabato	
15. Isabela	
16. Landang	
17. Lebak	
18. Ludlow Barracks	
1. Infantry (Twenty-first Regiment)	
19. Lubungan	
20. Lumbatan	
21. Makar	
22. Malaig	
23. Malalag	
24. Malita	
25. Margosatubig	
26. Momungan	
1. Infantry (Sixth Regiment: Company G)	
27. Pacsabangan	
28. Pantar	
1. Infantry (Sixth Regiment: Company K)	
29. Pettit Barracks	
1. Infantry (Third Regiment: Companies W, G, P, I, K, L, and M)	
30. Polloc	
31. Reina Regente	
32. Sengal	
33. Siasi	
34. Sigaboy	
35. Tampanan	
36. Torrey Barracks	
1. Infantry (Third Regiment: Companies A, B, C, and D)	
37. Tucuran	
38. Zamboango	

	Reference page.
Department of War.	
2. The Army.	
1. Divisional organization.	
5. *Maneuver Division, San Antonio, Tex.*	
1. Division commander	
2. Staff	
1. Military	
1. Chief of Staff	
2. Division adjutant	
3. Aids	
2. Supply	
1. Chief quartermaster	
2. Chief commissary	
3. Infantry brigades	
1. First Brigade	
1. Brigade commander	
2. Staff	
1. Adjutant	
2. Aids (2)	
3. Troops	
1. Eleventh Regiment Infantry	
2. Fifteenth Regiment Infantry	
3. Eighteenth Regiment Infantry	
2. Second Brigade	
1. Brigade commander	
2. Staff	
1. Adjutant	
2. Aids (2)	
3. Troops	
1. Thirteenth Regiment Infantry	
2. Twenty-second Regiment Infantry	
3. Third Brigade	
1. Brigade commander	
2. Staff	
1. Adjutant	
2. Aids (2)	
3. Troops	
1. Tenth Regiment Infantry	
2. Seventeenth Regiment Infantry	
3. Twenty-eighth Regiment Infantry	
4. Auxiliary troops	
1. Cavalry brigade	
1. Brigade commander	
2. Troops	
1. Ninth Regiment Cavalry	
2. Eleventh Regiment Cavalry	
2. Field Artillery brigade	
1. Brigade commander	
2. Troops	
1. Third Regiment Field Artillery	
2. Fourth Regiment Field Artillery	
3. Signal Corps battalion	
1. Battalion commander	
2. Troops	
1. Company D, Signal Corps	
2. Provisional Aero Company	
3. Company I, Signal Corps	

	Reference page.
Department of War—Continued.	
2. The Army—Continued.	
1. Divisional organization—Continued.	
5. *Maneuver Division, San Antonio, Tex.*—Continued.	
4. Auxiliary troops—Continued.	
4. Third battalion Engineers	
1. Battalion commander	
2. Troops	
1. Company I, Engineers	
2. Company K, Engineers	
3. Company L, Engineers	
4. Company M, Engineers	
5. Sanitary troops	
1. Provisional field hospital	
2. Provisional field hospital	
3. Provisional ambulance company	
4. Provisional ambulance company	
5. Division field trains	
6. Division bakery	

	Reference page.
Department of War.	
2. The Army.	
2. Service schools	
1. *The Army Service School, Fort Leavenworth, Kans.*	
1. Commandant (in charge)	
2. Assistant commandant	(1)
3. Academic board (8 members)	
4. Secretary	
1. Telegraph office	
2. College mess	
3. Chief clerk	
1. Army service schools detachments (white and colored)	
2. Company D, Signal Corps	
3. Book bindery	
4. Printing office	
5. Summary court	
4. Examining board (for civilian candidates for commission in the Army)	
5. Library	
6. Book clerk	
5. Academic and military organization	
1. The Army School of the Line (director)	
1. Department of law	
1. Senior instructor	
2. Instructors (2)	
2. Department of engineering	
1. Senior instructor	
2. Instructors (3)	
3. Department of military art	
1. Senior instructor	
2. Instructors (11)	
2. The Army Staff College (director)	
1. Department of languages	
1. Senior instructor	
2. Instructors (4)	
2. Department of law	
1. Senior instructor	
2. Instructors (2)	
3. Department of engineering	
1. Senior instructor	
2. Instructors (3)	
4. Department of military art	
1. Senior instructor	
2. Instructors (11)	
3. The Army Signal School (director)	
1. Department of signal engineering	
1. Senior instructor	
1. Instructors	
2. Signal school laboratory	
3. Wireless station	
2. Department of topography	
1. Senior instructor	
2. Instructors	
3. Department of languages	
1. Senior instructor	
2. Instructors	

[1] Assistant commandant is also director of the School of the Line and of the Staff College.

	Reference page.
Department of War—Continued.	
2. The Army—Continued.	
2. Service schools—Continued.	
1. *The Army Service School, Fort Leavenworth, Kans.*—Continued.	
5. Academic and military organization—Continued.	
4. The Army Field Engineer School (director)	
1. Department of military art (same as 1-2-2-1-5-1-3; page 80)	
2. Department of military engineering	
1. Senior instructor	
1. Instructors	
2. Photographic room	
3. Drafting room	
4. Lithographic room	
5. Instrument room	
5. The Army Field Service and Correspondence School for Medical Officers	
1. Field Service School	
2. Correspondence School	

	Reference page.
Department of War.	
2. The Army.	
2. Service schools.	
2. *United States Military Academy, West Point, N. Y.*	
1. General administration	
1. Superintendent and commandant	
1. Messenger	
2. Aid-de-camp	
3. Adjutant's office	
1. Adjutant and secretary academic board	
2. Clerks to adjutant	
3. Chief clerk	
1. Military Division (chief clerk)	
2. Disciplinary Division (chief clerk)	
3. Mailing and Filing Division (chief clerk)	
4. Academic Division (chief clerk)	
5. Printing office	
6. Binding office	
4. United States Military Academy Band and detachment of field musicians (adjutant)	
1. Band	
2. Detachment of field music	
4. Quartermaster's Department	
1. Major and quartermaster	
1. Administrative group	
1. Assistants to the quartermaster (3)	
2. Office employees	
2. Construction office	
1. Senior superintendent in charge	
3. Public works	
1. Architect and superintendent of construction in charge	
4. Power plant	
1. Chief engineer in charge	
5. Heating and ventilating	
1. Engineer in charge	
6. Gas works	
1. Superintendent in charge	
7. Forestry	
1. Forester in charge	
8. Miscellaneous	
5. Library	
1. Librarian in charge	
2. Assistant	
6. Treasurer, United States Military Academy Quartermaster, and commissary of cadets	
1. Office of treasurer	
2. Office of quartermaster and commissary of cadets	
1. Cadet store	
1. Chief clerk in charge	
2. Office force	
3. Tailor shop	
4. Shoe repair shop	
5. Dry cleaning shop	
2. Cadet mess	
1. Steward in charge	
3. Cadet laundry	
1. Manager in charge	

	Reference page.
Department of War—Continued.	
2. The Army—Continued.	
2. Service schools—Continued.	
2. *United States Military Academy, West Point, N. Y.*—Continued.	
1. General administration—Continued.	
7. Treasurer of post commissary and exchange officer[1]...	
1. Commissary department.....	
1. Post commissary sergeant in charge.....	
2. Post bakery.....	
1. Chief baker.....	
3. Post exchange.....	
1. Office.....	
2. Store.....	
3. Lunch room.....	
4. Market.....	
5. Branch exchange.....	
8. Medical department.....	
1. Surgeon in charge.....	
2. Cadet hospital.....	
3. Soldiers' hospital.....	
4. Subdispensary.....	
5. Dental officers (2).....	
6. Detachment Hospital Corps.....	
9. Chaplain.....	
10. Waterworks.....	
11. Post school for children.....	
12. Rifle range.....	
13. Athletic council.....	
2. Academic organization.....	
1. Academic board.....	
1. Board proper.....	
2. General committee on revision of curriculum.....	
3. Subcommittees.....	
4. Class committees.....	
2. Department of tactics (commandant in charge).....	
1. Senior assistant instructor of artillery.....	
2. Senior assistant instructor of cavalry.....	
3. Senior assistant instructor of infantry.....	
4. Assistant instructors.....	
5. Cadet gymnasium.....	
1. Master of the sword and instructor of military gymnastics and physical culture.....	
2. Assistant.....	
3. Civilian instructors.....	
6. Dancing master.....	
3. Department of civil and military engineering.....	
1. Professor.....	
2. Assistant professor.....	
3. Instructors.....	
4. Department of natural and experimental philosophy..	
1. Professor.....	
2. Assistant professor.....	
3. Instructors.....	
5. Department of mathematics.....	
1. Professor.....	
2. Associate professor.....	
3. Assistant professor.....	
4. Instructors.....	

[1] The enlisted men under the post treasurer, commissary, and exchange officer, are detailed from the different detachments at the United States Military Academy.

	Reference page.
Department of War—Continued.	
2. The Army—Continued.	
2. Service schools—Continued.	
2. *United States Military Academy, West Point, N. Y.*—Continued.	
2. Academic organization—Continued.	
6. Department of law	
1. Professor	
2. Assistant professor	
3. Instructors	
7. Department of military hygiene	
1. Professor	
2. Instructors	
8. Department of English and history	
1. Professor	
2. Assistant professor	
3. Instructors	
9. Department of modern languages	
1. Professor	
2. Associate professor	
3. French	
1. Assistant professor	
2. Instructors	
4. Spanish	
1. Assistant professor	
2. Instructors	
10. Department of chemistry, mineralogy, and geology	
1. Professor	
2. Assistant professor	
3. Instructors	
11. Department of drawing	
1. Professor	
2. Assistant professor	
3. Instructor	
4. Photographic and enlarging plant	
12. Department of ordnance and science of gunnery	
1. Professor	
2. Assistant professor	
3. Machine shop	
13. Department of practical military engineering, telegraphy, signaling	
1. Instructor in charge	
2. Senior assistant instructor	
3. Assistant instructor	
4. Mechanics	
5. Laboratory	
3. Military organization	
1. United States Military Academy detachment of Field Artillery and United States Military Academy detachment pack train (commander)	
1. Detachment of Field Artillery	
2. Detachment of pack train	
2. United States Military Academy detachment of Engineers (commander)	
3. United States Military Academy detachment of Cavalry (commander)	
4. United States Military Academy detachment of Ordnance (commander)	

	Reference page.
Department of War—Continued.	
2. The Army—Continued.	
2. Service schools—Continued.	
2. *United States Military Academy, West Point, N. Y.*—Continued.	
3. Military organization—Continued.	
5. Commandant of cadets	
1. First Battalion (commander)	
1. Company A	
2. Company B	
3. Company C	
2. Second Battalion (commander)	
1. Company A	
2. Company B	
3. Company C	

	Reference page.
Department of War.	
2. The Army.	
2. Service schools.	
3. *Coast Artillery School, Fort Monroe, Va.*	
1. Commandant	
2. Administrative group	
1. Secretary	
1. General correspondence	
1. Clerks	
2. Printing and binding	
1. Printing	
2. Binding	
2. Disbursing officer	
1. Appropriations	
1. Clerks	
2. Property returns	
1. Clerks	
3. Coast Artillery School board	
1. Commandant	
2. Department of artillery and land defense	
3. Department of engineering and mine defense	
4. Department of enlisted specialists	
4. School detachment and casuals (commanding officer)	
1. First sergeant	
2. Coast Artillery School detachment	
3. Casuals	
5. Mine planter Gen. Samuel M. Mills (commanding officer)	
1. Acting first sergeant	
2. Detachment Fifty-eighth and One hundred and sixty-ninth companies	
3. Academic organization	
1. Officers' division	
1. Department of artillery and land defense (director)	
1. Regular and advanced courses	
1. Instructors	
2. Section room	
3. Model room	
4. Armament and accessories of Artillery district	
2. Department of engineering and mine defense (director)	
1. Regular and advanced course	
1. Instructors	
2. Section room	
3. Power laboratory	
4. Chemical laboratory	
5. Submarine mining	
1. Mine planter	
2. Mining casemate [1]	
3. Mining storehouse	

[1] Pertaining to Artillery district of Chesapeake Bay.

	Reference page.
Department of War—Continued.	
2. The Army—Continued.	
2. Service schools—Continued.	
3. *Coast Artillery School, Fort Monroe, Va.*—Continued.	
3. Academic organization—Continued.	
2. Enlisted men's division	
1. Department of enlisted specialists (director)	
1. Instructors	
1. Electrical course	
2. Mechanical course	
3. Artillery course	
4. Section rooms	
5. Power plant	
6. Electrical laboratory	
7. Machine shop	
8. Photographic laboratory	
3. Library	
1. Librarian	

	Reference page.
Department of War.	
2. The Army.	
2. Service schools.	
4. *Engineer School* (*Secretary of War*).	
1. Chief of Engineers [1]	
2. Commandant (in charge)	
1. Administrative group	
1. Secretary	
1. Photographic and map reproducing laboratories	
2. Printing office	
3. Proceedings and records	
4. Engineering School detachment	
5. Publication of professional memoirs,[2] Corps of Engineers	
2. Librarian	
1. Library	
3. Chief clerk	
1. Files	
2. Correspondence	
3. Finances	
2. Military and academic organization	
1. Department of civil engineering (director)	
1. Publication of professional memoirs,[2] Corps of Engineers	
2. Department of military engineering (director)	
3. Electrical and mechanical engineering (director)	
1. Department of electrical and mechanical engineering	
2. Machine shops and observatories	

[1] Chief in matters of a technical nature not involving questions of command, discipline, or administration and not relating to the status or interest of individuals.
[2] This work is carried on jointly under the direction of the Secretary and director of civil engineering.

	Reference page.
Department of War. 2. The Army. 2. Service schools. 5. *Army Medical School, Washington, D. C.* NOTE.—The organization of this school is shown under the Medical Department, of which department it is a unit. (See 1-1-10-3; p. 26.)	

	Reference page.
Department of War. 2. The Army. 2. Service schools. 6. *Schools for bakers and cooks.* NOTE.—The organization of these schools (3 in number) is shown under the Subsistence Department, of which they are units. (See 1-1-9-3; p. 24 b.)	

	Reference page.
Department of War.	
2. The Army.	
2. Service schools.	
7. *School of Fire for Field Artillery, Fort Sill, Okla. (commanding officer).*	
1. Commandant	
2. Secretary	
1. Records and administration	
1. School detachment	
2. Post noncommissioned staff	
3. Stables	
4. School fund	
5. School records	
6. Library	
3. Academic organization	
1. Instruction batteries	
2. Instructors	
1. Student officers (regular and militia)	
2. Student noncommissioned officers	
3. Target-practice reports	
4. Statistical records	
4. Supply	
1. Workhouse	
2. Supplies	
3. Storehouse	
4. Range telephone system	
5. Field-target system	

	Reference page.
Department of War.	
2. The Army.	
2. Service schools.	
8. *Mounted Service School, Fort Riley, Kans.*	
1. Commandant	
2. Secretary	
1. Library	
2. School mess	
3. School photographer	
4. Correspondence records and files (chief clerk)	
1. Mounted Service School detachment (white-colored)	
1. School stables and pastures	
2. School riding hall	
3. Academic organization (school board)	
1. School for field officers	
1. Department of equitation and horse training	
2. School for company officers	
1. Department of equitation and horse training	
2. Department of hippology and horseshoeing	
3. Pioneer duties and explosives	
3. School for farriers and horseshoers	
1. Training school for farriers	
2. Training school for horseshoers	
3. Shoeing shop	
4. Veterinary hospital	
5. Veterinary laboratory	
4. School for bakers and cooks	
1. Training school for bakers	
2. Training school for cooks	
3. Post bakery	
4. Post commissary	

APPENDIX 1.

The organization of the Army, as shown in the foregoing outlines, is based upon the geographical divisions into which, for purposes of administrative convenience and military supervision, it is divided. In the following pages are shown the primary units of the organization of the Army, classified according to character of service, together with the distribution of these units by posts:

1. Cavalry (15 regiments)..... I
2. Field Artillery (6 regiments)..... II
3. Coast Artillery (170 companies)..... III
4. Infantry (30 $\frac{3}{12}$ regiments)..... IV
5. Engineers (3 battalions)..... V
6. Philippine Scouts (12 battalions)..... VI

	Reference page.
Department of War.	
2. The Army.	
1. At large.	
1. *Cavalry (15 regiments).*	
1. First Cavalry	
1. Calexico, Cal. (Cos. N and L)	
2. Fort Yellowstone, Wyo. (E, F, G, and H)	
3. Yosemite Valley, Cal. (C and D)	
4. Sequoia Park, Cal. (A)	
5. Fort Duchesne, Utah (M)	
6. Fort Yuma, Ariz. (B and I)	
2. Second Cavalry	
1. Augur Barracks, P. I.	
1. First Squadron	
2. Third Squadron	
2. Camp Overton, P. I.	
1. Second Squadron	
3. Third Cavalry	
1. San Antonio, Tex.	
4. Fourth Cavalry	
1. El Paso, Tex.	
5. Fifth Cavalry	
1. Schofield Barracks, Hawaii	
6. Sixth Cavalry	
1. Douglas, Ariz. (First Squadron)	
2. Nogales, Ariz. (Second Squadron)	
3. Fort Huachuca, Ariz. (Third Squadron)	
7. Seventh Cavalry	
1. Fort McKinley, P. I.	
8. Eighth Cavalry	
1. Camp McGrath, P. I.	
9. Ninth Cavalry	
1. San Antonio, Tex.	
10. Tenth Cavalry	
1. Fort Ethan Allen, Vt.	
11. Eleventh Cavalry	
1. San Antonio, Tex.	
12. Twelfth Cavalry	
1. Fort Robinson, Nebr. (First and Second Squadrons)	
2. Fort Apache, Ariz. (L and M)	
3. Fort Huachuca, Ariz. (I and K)	
13. Thirteenth Cavalry	
1. Fort Riley, Kans.	
14. Fourteenth Cavalry	
1. Camp Stotsenburg, P. I.	
15. Fifteenth Cavalry	
1. Fort Myer, Va.	
1. First Squadron	
2. Fort Leavenworth, Kans.	
1. Second Squadron	
3. Fort Sheridan, Ill.	
1. Third Squadron	
NOTE.—The following is the characteristic regimental organization of the Cavalry:	
1. Colonel	
1. Lieutenant colonel	
2. Adjutant	
1. Noncommissioned staff and band	
3. Quartermaster	
4. Commissary	
5. Chaplain	

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Department of War—Continued.	
2. The Army—Continued.	
1. At large—Continued.	
1. *Cavalry (15 regiments)*—Continued.	
15. Fifteenth Cavalry—Continued.	
1. Colonel—Continued.	
6. Veterinarian	
7. Major, First Squadron	
1. Troop A	
2. Troop B	
3. Troop C	
4. Troop D	
8. Major, Second Squadron	
1. Troop E	
2. Troop F	
3. Troop G	
4. Troop H	
9. Major, Third Squadron	
1. Troop I	
2. Troop K	
3. Troop L	
4. Troop M	
10. Commander machine gun platoon	
1. Machine gun platoon	

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2. The Army.	
1. At large.	
2. *Field Artillery (6 regiments).*	
1. First Regiment (light)	
1. Fort Sill, Okla. (D and E)	
2. Schofield Barracks, Hawaii (F)	
3. Fort Wm. McKinley, P. I. (A, B, and C)	
2. Second Regiment (mountain)	
1. Vancouver Barracks, Wash. (D and F)	
2. Presidio of San Francisco (E)	
3. Camp Stotsenburg, P. I. (A, B, and C)	
3. Third Regiment (light)	
1. Maneuver division	
1. San Antonio, Tex	
4. Fourth Regiment (mountain)	
1. Maneuver division	
1. San Antonio, Tex	
5. Fifth Regiment (light)	
1. Fort Sheridan, Ill. (F)	
2. Fort Snelling, Minn. (D)	
3. Presidio of San Francisco, Cal. (A and B)	
4. Fort Sill, Okla. (C)	
5. Fort Leavenworth, Kans. (E)	
6. Sixth Regiment (horse)	
1. Fort Riley, Kans.	
NOTE.—The following is the characteristic regimental organization of the Field Artillery:	
1. Colonel	
1. Lieutenant colonel	
2. Adjutant	
1. Noncommissioned staff and band	
3. Quartermaster	
4. Commissary	
5. Chaplain	
6. Veterinarian	
7. Major, First Battalion	
1. Battery A	
2. Battery B	
3. Battery C	
8. Major, Second Battalion	
1. Battery D	
2. Battery E	
3. Battery F	

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Department of War.	
2. The Army.	
1. At large.	
3. *Coast Artillery* (*170 companies*).	
1. Eastern Division (120 companies)	
1. Department of the East	
1. Artillery district of Portland	
1. Fort Williams, Me. (headquarters)	
2. Fort Preble, Me	
3. Fort Levett, Me	
4. Fort McKinley, Me	
5. Fort Lyon, Me	
6. Fort Baldwin, Me	
7. Fort Popham, Me	
2. Artillery district of Portsmouth	
1. Fort Constitution, N. H. (headquarters)	
2. Fort Foster, Me	
3. Fort Stark, N. H	
4. Fort McClary, Me	
3. Artillery district of Boston	
1. Fort Banks, Mass. (headquarters)	
2. Fort Heath, Mass	
3. Fort Strong, Mass	
4. Fort Warren, Mass	
5. Fort Standish, Mass	
6. Fort Andrews, Mass	
7. Fort Revere, Mass	
4. Artillery district of New Bedford	
1. Fort Dodman, Mass. (headquarters)	
5. Artillery district of Narragansett Bay	
1. Fort Adams, R. I. (headquarters)	
2. Fort Wetherill, R. I	
3. Fort Getty, R. I	
4. Fort Greble, R. I	
5. Fort Philip Kearney, R. I	
6. Artillery district of New London	
1. Fort H. G. Wright, N. Y. (headquarters)	
2. Fort Mansfield, R. I	
3. Fort Michie, N. Y	
4. Fort Trumbull, Conn	
5. Fort Terry, N. Y	
6. Fort Tyler, N. Y	
7. Eastern Artillery district of New York	
1. Fort Totten, N. Y. (headquarters)	
2. Fort Schuyler, N. Y	
8. Southern Artillery district of New York	
1. Fort Hancock, N. J. (headquarters)	
2. Fort Hamilton, N. Y	
3. Fort Wadsworth, N. Y	
9. Artillery district of Delaware	
1. Fort Du Pont, Del. (headquarters)	
2. Fort Delaware, Del	
3. Fort Mott, Del	
10. Artillery district of Baltimore	
1. Fort Howard, Md. (headquarters)	
2. Fort Smallwood, Md	
3. Fort McHenry, Md	
4. Fort Carroll, Md	
5. Fort Armistead, Md	
11. Artillery district of the Potomac	
1. Fort Washington, Md. (headquarters)	
2. Fort Hunt, Va	

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2. The Army—Continued.	
1. At large—Continued.	
3. *Coast Artillery (170 companies)*—Continued.	
1. Eastern Division (120 companies)—Continued.	
1. Department of the East—Continued.	
12. Artillery district of the Chesapeake Bay	
1. Fort Monroe, Va. (headquarters)	
2. Fort Wool, Va	
2. Department of the Gulf	
1. Artillery district of Cape Fear	
1. Fort Caswell, N. C. (headquarters)	
2. Artillery district of Charleston	
1. Fort Moultrie, S. C	
2. Fort Sumter, S. C	
3. Artillery district of Savannah	
1. Fort Screven, Ga	
2. Fort Pulaski, Ga	
3. Fort Fremont, S. C	
4. Artillery district of Key West	
1. Key West Barracks, Fla	
2. Fort Taylor, Fla	
5. Artillery district of Tampa	
1. Fort Dade, Fla	
2. Fort De Soto, Fla	
6. Artillery district of Pensacola	
1. Fort Barrancas, Fla	
2. Fort Pickens, Fla	
3. Fort McRee, Fla	
7. Artillery district of Mobile	
1. Fort Morgan, Ala	
2. Fort Gaines, Ala	
8. Artillery district of New Orleans	
1. Jackson Barracks, La	
2. Fort St. Philip, La	
3. Fort Jackson, La	
9. Artillery district of Galveston	
1. Fort Crockett, Tex	
2. Fort San Jacinto, Tex	
3. Fort Travis, Tex	
2. Western Division (40 companies)	
1. Department of California	
1. Artillery district of San Diego	
1. Fort Rosecrans, Cal	
2. Fort Pico, Cal	
3. San Diego Barracks, Cal	
2. Artillery district of San Francisco	
1. The Presidio of San Francisco, Cal	
2. Fort Winfield Scott, Cal	
3. Fort Miley, Cal	
4. Fort McDowell, Cal	
5. Fort Baker, Cal	
6. Fort Barry, Cal	
3. Artillery district of Honolulu	
1. Fort Augur, Hawaii	
2. Fort De Russey, Hawaii	
3. Fort Upton, Hawaii	
4. Military Reservation of Kaakaukukai Reef, Hawaii	

	Reference page.
Department of War—Continued.	
2. The Army—Continued.	
1. At large—Continued.	
3. *Coast Artillery (170 companies)*—Continued.	
2. Western Division (40 companies)—Continued.	
2. Department of the Columbia	
1. Artillery district of Columbia	
1. Fort Stevens, Oreg	
2. Fort Columbia, Wash	
3. Fort Canby, Wash	
2. Artillery district of Puget Sound	
1. Fort Warden, Wash	
2. Fort Flagler, Wash	
3. Fort Casey, Wash	
4. Fort Ward, Wash	
5. Middle Point, Wash	
3. Philippines Division (10 companies)	
1. Department of Luzon	
1. Artillery district of Subig Bay	
1. Grande Island (headquarters)	
2. Chiquita Island	
2. Artillery district of Manila Bay	
1. Corregidor Island (headquarters)	
2. Caballo Island	
3. Carabao Island	
4. El Fraile Island	

	Reference page.
Department of War.	
2. The Army.	
1. At large.	
4. *Infantry* ($30\frac{8}{2}$ *regiments*).	
1. First Infantry	
1. Vancouver Barracks, Wash	
2. Second Infantry	
1. Schofield Barracks, Hawaii (A, B, C, D, E, F, G, and H).	
2. Fort D. A. Russell, Wyo. (I, K, L, and M)	
3. Third Infantry	
1. Pettit Barracks, P. I. (headquarters, band, and Companies M, G, P, I, K, L, M)	
2. Torrey Barracks, P. I. (A, B, C, and D)	
3. Augur Barracks, P. I. (E, F, G, H)	
4. Fourth Infantry	
1. Fort Crook, Nebr. (headquarters and A, B, C, D, E, F, G, H)	
2. Fort Logan H. Roots, Ark. (I, K, L, and M)	
5. Fifth Infantry	
1. Plattsburg Barracks, N. Y	
6. Sixth Infantry	
1. Camp Keithley, P. I. (headquarters, band, and A, B, C, D, E, F, I, L, and M)	
2. Momungan, P. I. (Company G)	
3. Pantar, P. I. (Company K)	
7. Seventh Infantry	
1. Fort Wm. McKinley, P. I. (headquarters, band, M. G. P., and E, F, G, H, I, K, L, and M)	
2. Camp Eldridge, P. I. (A, B, C, and D)	
8. Eighth Infantry	
1. San Diego, Cal	
9. Ninth Infantry	
1. Warwick Barracks, P. I. (headquarters, band, M. G. P., and A, B, C, D, E, and F)	
2. Fort San Pedro, P. I. (G and H)	
3. Fort Downes, P. I. (I, K, L, and M)	
10. Tenth Infantry	
1. San Antonio, Tex	
11. Eleventh Infantry	
1. San Antonio, Tex	
12. Twelfth Infantry	
1. Fort Wm. McKinley, P. I. (headquarters, M. G. P., and Companies A, C, D, E, F, G, I, K, L, and M)	
2. Camp John Hay, P. I. (band and B and H)	
13. Thirteenth Infantry	
1. San Antonio, Tex	
14. Fourteenth Infantry	
1. Fort W. H. Harrison, Mont. (headquarters, and E, F, G, and H)	
2. Fort Lincoln, N. Dak. (A, B, C, and D)	
3. Fort Missoula, Mont. (I, K, L, and M)	
15. Fifteenth Infantry	
1. San Antonio, Tex	
16. Sixteenth Infantry	
1. Fort W. H. Seward, Alaska (E, G, H, K)	
2. Fort Gibbon, Alaska (A and L)	
3. Fort Davis, Alaska (B and E)	
4. Fort St. Michael, Alaska (D and M)	
5. Fort Liscum, Alaska (C and I)	

	Reference page.
Department of War—Continued.	
2. The Army—Continued.	
1. At large—Continued.	
4. *Infantry* (30^{5}_{13} *regiments*)—Continued.	
17. Seventeenth Infantry	
1. San Antonio, Tex	
18. Eighteenth Infantry	
1. San Antonio, Tex	
19. Nineteenth Infantry	
1. Camp Jossman, P. I	
20. Twentieth Infantry	
1. Cuartel de Espana, P. I	
21. Twenty-first Infantry	
1. Ludlow Barracks, P. I	
22. Twenty-second Infantry	
1. San Antonio, Tex	
23. Twenty-third Infantry	
1. Fort Bliss, Tex. (headquarters and Companies E, F, G, and H)	
2. Fort McIntosh, Tex. (Companies A, B, C, and D)	
3. Fort Clark, Tex. (Companies I, K, L, and M)	
24. Twenty-fourth Infantry	
1. Madison Barracks, N. Y. (headquarters and Companies A, B, C, D, I, K, L, and M)	
2. Fort Ontario, N. Y. (F, G, and H)	
25. Twenty-fifth Infantry	
1. Fort Lawton, Wash. (headquarters and Companies A, B, C, and D)	
2. Fort Geo. Wright, Wash. (Companies E, F, G, H, I, K, L, and M)	
26. Twenty-sixth Infantry	
1. Fort Wayne, Mich. (headquarters, Companies A, B, C, and D)	
2. Fort Brady, Mich. (Companies F, G, and H)	
27. Twenty-seventh Infantry	
1. Fort Sheridan, Ill	
28. Twenty-eighth Infantry	
1. San Antonio, Tex	
29. Twenty-ninth Infantry	
1. Fort Jay, N. Y. (headquarters, Companies I, K, L, and M)	
2. Fort Porter, N. Y. (Companies A, B, C, and D)	
3. Fort Niagara, N. Y. (Companies E, F, G, and H)	
30. Thirtieth Infantry	
1. San Diego, Cal	
NOTE.—The following is the characteristic regimental organization of the Infantry:	
1. Colonel	
1. Lieutenant colonel	
2. Adjutant	
1. Noncommissioned staff and band	
3. Quartermaster	
4. Commissary	
5. Chaplain	
6. Major, First Battalion	
1. Company A	
2. Company B	
3. Company C	
4. Company D	

	Reference page.
Department of War—Continued.	
2. The Army—Continued.	
1. At large—Continued.	
4. *Infantry* ($30\frac{5}{3}$ *regiments*)—Continued.	
30. Thirtieth Infantry—Continued.	
7. Major, Second Battalion	
1. Company E	
2. Company F	
3. Company G	
4. Company H	
8. Major, Third Battalion	
1. Company I	
2. Company K	
3. Company L	
4. Company M	
9. Commander machine-gun platoon	
1. Machine-gun platoon	

	Reference page.
Department of War.	
2. The Army.	
1. At large.	
5. *Engineers (3 battalions).*	
1. Eastern Division (4 companies)	
2. Western Division (2 companies)	
1. Department of California (1 company)	
2. Department of Columbia (1 company	
3. Philippine Division	
1. Department of Luzon (2 companies)	
4. Maneuver Division (4 companies)	

	Reference page.
Department of War.	
2. The Army.	
1. At large.	
6. *Philippine Scouts (12 battalions).*	
1. Department of Luzon (5 battalions)	
2. Department of Visayas (3 battalions)	
3. Department of Mindanao (4 battalions)	

DEPARTMENT OF JUSTICE.

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1. *General administration.*	
1. Office proper of the Attorney General	
2. Chief clerk and superintendent of buildings	
1. Mails and files division	
2. Supply division	
3. Library	
4. Telegraph and telephone service	
5. General stenographers	
6. Mechanical and subclerical force	
7. Transportation	
3. Superintendent of prisons	
1. United States Penitentiary, Leavenworth, Kans	
2. United States Penitentiary, Atlanta, Ga	
3. United States Penitentiary, McNeil Island, Wash	
4. Alaska jails	
5. National Training School for Boys, District of Columbia	
6. United States jail, Fort Smith, Ark	
7. United States prisoners, State institutions	
4. Bureau of Investigation	
1. Division of General Investigation	
2. Division of Accounting Investigation	
3. Division of Federal Court Examination	
5. Division of Accounts	
6. Disbursing clerk	
7. Appointment clerk	
8. Committee on promotions	

	Reference page.
Department of Justice.	
2. *Group of legal offices.*	
1. Solicitor General	
2. Assistant to the Attorney General	
3. Assistant Attorney General	
4. Assistant Attorney General	
5. Assistant Attorney General	
6. Assistant Attorney General	
7. Assistant Attorney General	
8. Assistant Attorney General	
9. Public Lands Division	
10. Attorney in charge of titles	
11. Attorney in charge of pardons	
12. Assistant Attorney General for the Department of the Interior	
13. Assistant Attorney General for the Post Office Department	
14. Solicitor for the Department of State	
15. Solicitor for the Department of the Treasury	
16. Solicitor of Internal Revenue	
17. Solicitor for the Department of Commerce and Labor	
18. Commission to investigate the title of the United States to lands in the District of Columbia	

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Department of Justice.	
3. *Group of United States district attorneys.*	
1. Northern district of Alabama	
2. Middle district of Alabama	
3. Southern district of Alabama	
4. District of Alaska.	
1. First division.	
2. Second division	
3. Third division	
4. Fourth division	
5. District of Arizona.	
6. Eastern district of Arkansas	
7. Western district of Arkansas	
8. Northern district of California	
9. Southern district of California	
10. District of Colorado	
11. District of Connecticut	
12. District of Delaware	
13. District of Columbia	
14. Northern district of Florida	
15. Southern district of Florida	
16. Northern district of Georgia	
17. Southern district of Georgia	
18. District of Hawaii	
19. District of Idaho	
20. Northern district of Illinois	
21. Eastern district of Illinois	
22. Southern district of Illinois	
23. District of Indiana	
24. Northern district of Iowa	
25. Southern district of Iowa	
26. District of Kansas	
27. Eastern district of Kentucky	
28. Western district of Kentucky	
29. Eastern district of Louisiana	
30. Western district of Louisiana	
31. District of Maine	
32. District of Maryland	
33. District of Massachusetts.	
34. Eastern district of Michigan.	
35. Western district of Michigan	
36. District of Minnesota.	
37. Northern district of Mississippi	
38. Southern district of Mississippi	
39. Eastern district of Missouri	
40. Western district of Missouri	
41. District of Montana	
42. District of Nebraska	
43. District of Nevada..	
44. District of New Hampshire	
45. District of New Jersey	
46. District of New Mexico	
47. Northern district of New York	
48. Eastern district of New York	
49. Southern district of New York	
50. Western district of New York	
51. Eastern district of North Carolina	
52. Western district of North Carolina	
53. District of North Dakota	
54. Northern district of Ohio	
55. Southern district of Ohio	
56. Eastern district of Oklahoma	

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3. *Group of United States district attorneys*—Continued.	
57. Western district of Oklahoma	
58. District of Oregon	
59. Eastern district of Pennsylvania	
60. Middle district of Pennsylvania	
61. Western district of Pennsylvania	
62. District of Porto Rico	
63. District of Rhode Island	
64. District of South Carolina	
65. District of South Dakota	
66. Eastern district of Tennessee	
67. Middle district of Tennessee	
68. Western district of Tennessee	
69. Northern district of Texas	
70. Eastern district of Texas	
71. Southern district of Texas	
72. Western district of Texas	
73. District of Utah	
74. District of Vermont	
75. Eastern district of Virginia	
76. Western district of Virginia	
77. Eastern district of Washington	
78. Western district of Washington	
79. Northern district of West Virginia	
80. Southern district of West Virginia	
81. Eastern district of Wisconsin	
82. Western district of Wisconsin	
83. District of Wyoming	

THE POST OFFICE DEPARTMENT.

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2. *Chief clerk and superintendent of building.*	
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2. Appointment clerk	
3. Disbursing clerk	
4. Assistant superintendent of building	
1. Office proper of assistant superintendent of building	
2. Telegraph operators	
3. Telephone operators	
4. Engineer's force	
5. Electrician's force	
6. Carpenter's force	
7. Watch force	
8. Foreman of laborers	
1. Elevator conductors	
2. Laborers	
9. Forewoman of charwomen	
10. Storekeeper	
11. Awning maker	
12. Typewriter repairer	
5. Superintendent of annex building	
1. Assistant engineer	
1. Engineer force	
2. Watch force	
3. Laborers	
4. Charwomen	
5. Elevator conductors	

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1. General administration.	
5. *Inspection Service.*	
1. Division of Post Office Inspectors	
1. Office proper of chief inspector	
2. Chief clerk	
3. "A" and "B" section and mail room	
4. "C" or miscellaneous section	
5. Section of pay records	
6. Section of correspondence and review	
2. Inspection service at large	
1. Atlanta division	
2. Austin division	
3. Boston division	
4. Chattanooga division	
5. Chicago division	
6. Cincinnati division	
7. Denver division	
8. Kansas City division	
9. New York division	
10. Philadelphia division	
11. St. Louis division	
12. St. Paul division	
13. San Francisco division	
14. Spokane division	
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1. General administration.	
6. *First Assistant Postmaster General.*	
1. Office proper of First Assistant Postmaster General	
2. Chief clerk	
3. Division of Postmasters' Appointments	
1. Office proper of superintendent of division	
2. Presidential appointment section	
3. Fourth-class appointment section	
1. Subsections	
1. Alabama, Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Delaware	
2. Florida, Georgia, Guam, Hawaii, Idaho, Illinois, Indiana, Iowa, Louisiana	
3. Kansas, Kentucky, Maine, Maryland, Massachusetts, Mississippi, Nevada	
4. Michigan, Minnesota, Missouri, Montana, Nebraska, New Hampshire, New Jersey, New Mexico.	
5. New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon	
6. Pennsylvania, Porto Rico, Rhode Island, South Carolina, South Dakota, Tennessee, Texas	
7. Samoa, Utah, Vermont, Virginia, Washington, West Virginia, Wisconsin, Wyoming	
4. Commission and record section	
4. Division of salaries and allowances	
1. Office proper of superintendent of the division	
2. Section of post-office quarters	
3. Section of post-office personnel	
4. Miscellaneous section	
1. Machine shop	
5. Bookkeeping section	
5. Division of City Delivery	
1. Office proper of superintendent of division	
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1. General administration.	
7. *Second Assistant Postmaster General.*	
1. Office proper of Second Assistant Postmaster General	
2. Field agents	
3. Chief clerk	
1. Office proper of chief clerk	
2. Journal clerk	
3. Statistical clerk	
4. Division of Railway Mail Service	
5. Division of Foreign Mails	
1. Transportation	
2. Postal conventions	
6. Division of Railway Adjustments	
1. Office proper of superintendent of division	
2. Railroad section	
3. Freight section	
7. Division of Miscellaneous Transportation	
1. Office proper of superintendent of division	
2. Steamboat and Alaskan star section	
3. Electric-car section	
4. Mail-messenger section	
5. Screen-wagon, pneumatic-tube, and aviation section	
8. Division of Equipment	
1. Office proper of superintendent of division	
2. Mail-bag repair shop	
3. Mail-lock shop	
4. Branch mail-bag repair shop at Chicago, Ill	

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Post Office Department.	
1. General administration.	
8. *Third Assistant Postmaster General.*	
1. Office proper of Third Assistant Postmaster General	
2. Chief clerk	
3. Division of Finance	
1. Office proper of superintendent	
2. Chief clerk and cashier	
3. Bookkeeping section	
4. Postal-revenue section	
5. Warrant and draft section	
4. Division of Stamps	
1. Office proper of the superintendent	
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4. Special-request envelope section	
5. Bookkeeping section	
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5. Division of Money Orders	
1. Office proper of superintendent of the division	
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5. Miscellaneous section	
6. Duplicate and reserve section	
7. Drafts and credits	
6. Division of Registered Mails	
1. Office proper of superintendent of the division	
2. Section of general correspondence, construction of regulations, etc	
3. Indemnity section	
4. Statistics section	
5. Irregularities section	
6. Filing section	
7. Division of Classification	
1. Office proper of superintendent of the division	
2. Correspondence section	
3. Auditing section	
4. Stenographic section	
5. Filing section	
8. Division of Redemption	
1. Office proper of chief of division	
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3. Envelope and postal card section	
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8. Third Assistant Postmaster General.	
4. Division of Stamps.	
9. *Stamped envelopes and postal card subagencies.*	
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2. Baltimore, Md	
3. Bellows Falls, Vt	
4. Binghamton, N. Y	
5. Birmingham, Ala	
6. Boston, Mass	
7. Brooklyn, N. Y	
8. Brunswick, Ga	
9. Buffalo, N. Y	
10. Burlington, Iowa	
11. Butte, Mont	
12. Chicago, Ill	
13. Charleston, S. C	
14. Cincinnati, Ohio	
15. Columbus, Ohio	
16. Dallas, Tex	
17. Des Moines, Iowa	
18. Detroit, Mich	
19. Dubuque, Iowa	
20. Duluth, Minn	
21. Fargo, N. Dak	
22. Fort Scott, Kans	
23. Fort Smith, Ark	
24. Galveston, Tex	
25. Grafton, W. Va	
26. Grand Island, Nebr	
27. Grand Rapids, Mich	
28. Greensboro, N. C	
29. Guthrie, Okla	
30. Harrisburg, Pa	
31. Huntington, W. Va	
32. Indianapolis, Ind	
33. Jackson, Miss	
34. Kansas City, Mo	
35. Lincoln, Nebr	
36. Little Rock, Ark	
37. Los Angeles, Cal	
38. Louisville, Ky	
39. Manchester, N. H	
40. Milwaukee, Wis	
41. Nashville, Tenn	
42. New Haven, Conn	
43. New Orleans, La	
44. Norfolk, Va	
45. Ogden, Utah	
46. Omaha, Nebr	
47. Philadelphia, Pa	
48. Pittsburgh, Pa	
49. Portland, Me	
50. Providence, R. I	
51. Pueblo, Colo	
52. Saginaw, Mich	
53. St. Joseph, Mo	
54. St. Louis, Mo	
55. St. Paul, Minn	
56. Salina, Kans	

	Reference page.
Post Office Department—Continued.	
2. General administration—Continued.	
8. Third Assistant Postmaster General—Continued.	
4. Division of Stamps—Continued.	
9. *Stamped envelopes and postal card subagencies*—Continued.	
57. Salt Lake City, Utah	
58. San Antonio, Tex	
59. San Francisco, Cal	
60. Seattle, Wash	
61. Sioux Falls, S. Dak	
62. Spokane, Wash	
63. Springfield, Mass	
64. Troy, N. Y	
65. Waco, Tex	
66. Washington, D. C	
67. Wichita, Kans	

	Reference page.
Post Office Department.	
1. General administration.	
9. *Fourth Assistant Postmaster General.*	
1. Office proper of Fourth Assistant Postmaster General	.....
2. Chief clerk	.....
3. Division of Rural Mails	10
4. Division of Supplies	11
5. Division of Dead Letters	12
6. Division of Topography	13

	Reference page.
Post Office Department.	
1. General administration.	
9. Fourth Assistant Postmaster General.	
3. *Division of Rural Mails.*	
1. Office proper of superintendent of division	
2. Establishment section	
1. Office proper of chief of section	
2. Subsections	
1. Alaska, Arizona, California, Colorado, Hawaii, Idaho, Kansas, Montana, Nebraska, Nevada, New Mexico, Oklahoma, Oregon, Utah, Washington, Wyoming	
2. Alabama, Indiana, Kentucky, Mississippi, Ohio, Tennessee	
3. Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, Porto Rico, South Carolina, Virginia, West Virginia	
4. Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont	
5. Arkansas, Iowa, Louisiana, Missouri, Texas	
6. Illinois, Michigan, Minnesota, North Dakota, South Dakota, Wisconsin	
3. Personnel section	
1. Office proper of chief of section	
2. Appointment subsection	
3. Discipline subsection	
4. Leave of absence subsection	
5. Bonds subsection	
4. Recounting section	
5. Miscellaneous section	

	Reference page.
Post Office Department.	
1. General administration.	
9. Fourth Assistant Postmaster General.	
4. *Division of Supplies.*	
1. Office proper of superintendent of division	
2. Bookkeeping section	
3. Envelope and money-order section	
4. Filing section	
5. Freight section	
6. Office-appliance section	
7. Printing section	
8. Receiving and stock section	
9. Reviewing section	
10. Shipping section	

	Reference page.
Post Office Department.	
1. General administration.	
9. Fourth Assistant Postmaster General.	
5. *Division of Dead Letters.*	
1. Office proper of superintendent of division	
2. Chief clerk and inquiry section	
3. Receiving section	
4. Opening and selecting section	
5. Property section	
6. Returning section	
7. Minor section	
8. Money section	
9. Foreign section	

	Reference page.
Post Office Department.	
1. General administration.	
9. Fourth Assistant Postmaster General.	
6. *Division of Topography.*	
1. Office proper of the topographer	
2. Mapping section	
3. Blue-printing section	
4. Mounting and dispatching section	

	Reference page.
Post Office Department. 2. *Post Office Service.* NOTE.—Under this head appear all of the post offices of the country. They might be grouped according to States or according to classes. On July 1, 1911, there were 59,237 post offices, of which 7,994 were of the presidential class (first, second, and third classes) and 51,287 were of the fourth class. Of the presidential offices, 444 were of the first class, 1,907 of the second class, and 5,643 of the third class. Of the total number, 46,815 were money-order offices, and in addition thereto there were 5,206 money-order branches and stations. The list appears in the United States Official Postal Guide.	

	Reference page.
Post Office Department.	
3. *Domestic transportation service.*	
1. Railway Mail Service [1]	
2. Contract railway service (contractor)	
3. Screen-wagon service (contractor)	
4. Mail-messenger service (contractor)	
5. Electric-car service (contractor)	
6. Steamboat service (contractor)	
7. Pneumatic-tube service (contractor)	
8. Alaskan star service (contractor)	
9. Aviation service [2]	

[1] The Railway Mail Service represents employees of the Government. The other services are performed by contractors.

[2] No appropriation has been made for this service. Several persons have been given permission to transport the mails by aeroplanes, provided the mails are handled by sworn carriers without expense to the department.

	Reference page.
Post Office Department.	
3. Domestic transportation service.	
1. *Railway Mail Service.*	
1. First division, Boston, Mass.	
1. Chief clerk at Albany, N. Y.	
2. Chief clerk at New Haven, Conn.	
3. Chief clerk at Portland, Me.	
4. Chief clerk at White River Junction, Vt.	
5. Chief clerk at Boston, Mass.	
2. Second division, New York, N. Y.	
1. Chief clerk at Buffalo, N. Y.	
2. Chief clerk at Harrisburg, Pa. (1)	
3. Chief clerk at Harrisburg, Pa. (2)	
4. Chief clerk at New York, N. Y. (1)	
5. Chief clerk at New York, N. Y. (2)	
6. Chief clerk at New York, N. Y. (3)	
7. Chief clerk at Philadelphia, Pa.	
8. Chief clerk at Pittsburgh, Pa.	
9. Chief clerk at Williamsport, Pa.	
3. Third division, Washington, D. C.	
1. Chief clerk at Baltimore, Md.	
2. Chief clerk at Grafton, W. Va.	
3. Chief clerk at Greensboro, N. C.	
4. Chief clerk at Lynchburg, Va.	
5. Chief clerk at Richmond, Va.	
6. Chief clerk at Washington, D. C.	
4. Fourth division, Atlanta, Ga.	
1. Chief clerk at Atlanta, Ga. (1)	
2. Chief clerk at Atlanta, Ga. (2)	
3. Chief clerk at Birmingham, Ala.	
4. Chief clerk at Charleston, S. C.	
5. Chief clerk at Chattanooga, Tenn.	
6. Chief clerk at Jacksonville, Fla.	
7. Chief clerk at Memphis, Tenn.	
8. Chief clerk at Nashville, Tenn.	
5. Fifth division, Cincinnati, Ohio.	
1. Chief clerk at Chicago, Ill.	
2. Chief clerk at Cincinnati, Ohio (1)	
3. Chief clerk at Cincinnati, Ohio (2)	
4. Chief clerk at Cincinnati, Ohio (3)	
5. Chief clerk at Cincinnati, Ohio (4)	
6. Chief clerk at Cleveland, Ohio.	
7. Chief clerk at Columbus, Ohio.	
8. Chief clerk at Crestline, Ohio.	
9. Chief clerk at Indianapolis, Ind. (1)	
10. Chief clerk at Indianapolis, Ind. (2)	
11. Chief clerk at Louisville, Ky.	
12. Chief clerk at St. Louis, Mo.	
13. Chief clerk at Toledo, Ohio.	
6. Sixth division, Chicago, Ill.	
1. Chief clerk at Burlington, Iowa.	
2. Chief clerk at Carbondale, Ill.	
3. Chief clerk at Cedar Rapids, Iowa.	
4. Chief clerk at Chicago, Ill. (1)	
5. Chief clerk at Chicago, Ill. (2)	
6. Chief clerk at Chicago, Ill. (3)	
7. Chief clerk at Chicago, Ill. (4)	
8. Chief clerk at Chicago, Ill. (5)	
9. Chief clerk at Des Moines, Iowa.	
10. Chief clerk at Dubuque, Iowa.	
11. Chief clerk at Peoria, Ill.	
12. Chief clerk at Sioux City, Iowa.	

	Reference page.
Post Office Department—Continued.	
3. Domestic transportation service—Continued.	
1. *Railway Mail Service*—Continued.	
7. Seventh division, St. Louis, Mo.	
1. Chief clerk at Fort Scott, Kans.	
2. Chief clerk at Kansas City, Mo. (1)	
3. Chief clerk at Kansas City, Mo. (2)	
4. Chief clerk at St. Joseph, Mo.	
5. Chief clerk at St. Louis, Mo. (1)	
6. Chief clerk at St. Louis, Mo. (2)	
7. Chief clerk at Wichita, Kans.	
8. Eighth division, San Francisco, Cal.	
1. Chief clerk at Los Angeles, Cal.	
2. Chief clerk at Ogden, Utah	
3. Chief clerk at San Francisco, Cal. (1)	
4. Chief clerk at San Francisco, Cal. (2)	
9. Ninth division, Cleveland, Ohio	
1. Chief clerk at Cleveland, Ohio	
2. Chief clerk at Chicago, Ill.	
3. Chief clerk at Grand Rapids, Mich	
4. Chief clerk at Detroit, Mich.	
5. Chief clerk at New York, N. Y.	
6. Chief clerk at Syracuse, N. Y.	
10. Tenth division, St. Paul, Minn.	
1. Chief clerk at Aberdeen, S. Dak.	
2. Chief clerk at Chicago, Ill. (1)	
3. Chief clerk at Chicago, Ill. (2)	
4. Chief clerk at Duluth, Minn.	
5. Chief clerk at Grand Forks, N. Dak.	
6. Chief clerk at La Crosse, Wis.	
7. Chief clerk at Milwaukee, Wis.	
8. Chief clerk at Minneapolis, Minn	
9. Chief clerk at St. Paul, Minn. (1)	
10. Chief clerk at St. Paul, Minn. (2)	
11. Eleventh division, Fort Worth, Tex.	
1. Chief clerk at Denison, Tex.	
2. Chief clerk at El Paso, Tex.	
3. Chief clerk at Fort Worth, Tex.	
4. Chief clerk at Houston, Tex.	
5. Chief clerk at Little Rock, Ark.	
6. Chief clerk at Oklahoma, Okla.	
7. Chief clerk at St. Louis, Mo.	
8. Chief clerk at San Antonio, Tex.	
12. Twelfth division, New Orleans, La.	
1. Chief clerk at Meridian, Miss.	
2. Chief clerk at New Orleans, La.	
13. Thirteenth division, Seattle, Wash.	
1. Chief clerk at Helena, Mont.	
2. Chief clerk at Portland, Oreg.	
3. Chief clerk at Seattle, Wash.	
4. Chief clerk at Spokane, Wash.	
14. Fourteenth division, Omaha, Nebr.	
1. Chief clerk at Cheyenne, Wyo.	
2. Chief clerk at Denver, Colo.	
3. Chief clerk at Lincoln, Nebr.	
4. Chief clerk at Omaha, Nebr.	

	Reference page.
Post Office Department.	
3. Domestic transportation service.	
2. *Contract railway service.*	
1. First contract section, including Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, Pennsylvania, Delaware, Maryland, Virginia, West Virginia	
2. Second contract section, including North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi, Tennessee, Kentucky, Porto Rico	
3. Third contract section, including Ohio, Indiana, Illinois, Michigan, Wisconsin, Minnesota, Iowa, Missouri	
4. Fourth contract section, including Arkansas, Louisiana, Texas, Oklahoma, Kansas, Nebraska, South Dakota, North Dakota, Montana, Wyoming, Colorado, New Mexico, Arizona, Utah, Idaho, Washington, Oregon, Nevada, California, Alaska, Hawaii	

	Reference page.
Post Office Department.	
3. Domestic transportation service.	
3. *Screen wagon service.*	
1. First contract section, Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, Pennsylvania, Delaware, Maryland, District of Columbia, Virginia, West Virginia	
2. Second contract section, North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi, Tennessee, Kentucky, Porto Rico	
3. Third contract section, Ohio, Indiana, Illinois, Michigan, Wisconsin, Minnesota, Iowa, Missouri	
4. Fourth contract section, Arkansas, Louisiana, Texas, Oklahoma, Kansas, Nebraska, South Dakota, North Dakota, Montana, Wyoming, Colorado, New Mexico, Arizona, Utah, Idaho, Washington, Oregon, Nevada, California, Alaska, Hawaii, Samoa	

	Reference page.
Post Office Department.	
3. Domestic transportation service.	
4. *Mail messenger service.*	
1. First contract section, Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, Pennsylvania, Delaware, Maryland, District of Columbia, Virginia, West Virginia	
2. Second contract section, North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi, Tennessee, Kentucky, Porto Rico	
3. Third contract section, Ohio, Indiana, Illinois, Michigan, Wisconsin, Minnesota, Iowa, Missouri	
4. Fourth contract section, Arkansas, Louisiana, Texas, Oklahoma, Kansas, Nebraska, South Dakota, North Dakota, Montana, Wyoming, Colorado, New Mexico, Arizona, Utah, Idaho, Washington, Oregon, Nevada, California, Alaska, Hawaii, Samoa	

	Reference page.
Post Office Department.	
3. Domestic transportation service.	
5. *Electric car service.*	
1. First contract section, Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, Pennsylvania, Delaware, Maryland, District of Columbia, Virginia, West Virginia	
2. Second contract section, North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi, Tennessee, Kentucky, Porto Rico	
3. Third contract section, Ohio, Indiana, Illinois, Michigan, Wisconsin, Minnesota, Iowa, Missouri	
4. Fourth contract section, Arkansas, Louisiana, Texas, Oklahoma, Kansas, Nebraska, South Dakota, North Dakota, Montana, Wyoming, Colorado, New Mexico, Arizona, Utah, Idaho, Washington, Oregon, Nevada, California, Alaska, Hawaii, Samoa	

	Reference page.
Post Office Department.	
3. Domestic transportation service.	
6. *Steamboat service.*	
1. First contract section, Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, Pennsylvania, Delaware, Maryland, District of Columbia, Virginia, West Virginia	
2. Second contract section, North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi, Tennessee, Kentucky, Porto Rico	
3. Third contract section, Ohio, Indiana, Illinois, Michigan, Wisconsin, Minnesota, Iowa, Missouri	
4. Fourth contract section, Arkansas, Louisiana, Texas, Oklahoma, Kansas, Nebraska, South Dakota, North Dakota, Montana, Wyoming, Colorado, New Mexico, Arizona, Urah, Idaho, Washington, Oregon, Nevada, California, Alaska, Hawaii, Samoa	

	Reference page.
Post Office Department.	
3. Domestic transportation service.	
7. *Pneumatic tube service.*	
1. First contract section, Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, Pennsylvania, Delaware, Maryland, District of Columbia, Virginia, West Virginia	
2. Second contract section, North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi, Tennessee, Kentucky, Porto Rico	
3. Third contract section, Ohio, Indiana, Illinois, Michigan, Wisconsin, Minnesota, Iowa, Missouri	
4. Fourth contract section, Arkansas, Louisiana, Texas, Oklahoma, Kansas, Nebraska, South Dakota, North Dakota, Montana, Wyoming, Colorado, New Mexico, Arizona, Utah, Idaho, Washington, Oregon, Nevada, California, Alaska, Hawaii, Samoa	

	Reference page.
Post Office Department.	
4. *Foreign transportation service.*	
1. Transportation	
1. Sea post service	
2. Steamship service	
1. Contract service	
1. Route No. 36, New York to Puerto Cabello, Venezuela	
2. Route No. 37, New York to Maracaibo, Venezuela	
3. Route No. 57, New York to Southampton, England	
4. Route No. 69, New York to Tuxpam, Mexico	
5. Route No. 70, New York to Habana, Cuba	
6. Route No. 74, Boston and Philadelphia to Port Antonio, Jamaica	
7. Route No. 76, San Francisco to Tahiti	
2. Noncontract service	
3. Harbor boat service at New York, N. Y.	
2. Administration of postal conventions	
1. Postal Union Convention	
2. Special Postal Convention	
3. Parcel Post Convention	

	Reference page.
Post Office Department.	
5. *Rural service.*	
1. Rural carrier service [1]	
2. Star route service	
1. First contract section, Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, Pennsylvania, Delaware, Maryland, Virginia, West Virginia	
2. Second contract section, North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi, Tennessee, Kentucky, Porto Rico	
3. Third contract section, Ohio, Indiana, Illinois, Michigan, Wisconsin, Minnesota, Iowa, Missouri	
4. Fourth contract section, Arkansas, Louisiana, Texas, Oklahoma, Kansas, Nebraska, South Dakota, North Dakota, Montana, Wyoming, Colorado, New Mexico, Arizona, Utah, Idaho, Washington, Oregon, Nevada, California, Alaska, Hawaii	

[1] This service consists of a number of "routes" which bear the names of the post offices from which they start.

OUTLINE OF ORGANIZATION POST OFFICE DEPARTMENT—NEW YORK POST OFFICE.

	Reference page.
New York post office.	
1. Office proper of the postmaster	3
2. Executive division (assistant postmaster)	4
3. First division (auditor)	5
4. Second division (superintendent of mails)	6
5. Third division (superintendent of delivery)	12
6. Fourth division (superintendent of registry)	60
7. Fifth division (superintendent of money order)	61

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New York post office.		
1. *Office proper of the postmaster.*		
1. Postmaster	1	
2. Clerks	2	

	No.	Reference page.
New York post office.		
2. *Executive division (assistant postmaster).*		
1. Office proper of assistant postmaster	1	
1. Assistant postmaster	1	
2. Chief clerk	1	
2. Department of records and correspondence		
1. Superintendent second-class matter	1	
2. Clerk in charge	1	
1. Clerks	9	
3. Inquiry department		
1. Superintendent	1	
2. Assistant superintendent	1	
3. Chief clerk	1	
4. Foremen	3	
5. Clerks	44	
6. Laborer	1	
4. Order department of instruction		
1. Superintendent	1	
1. Foreman	1	
2. Clerks	11	
2. Printing office		
1. Foreman in charge	1	
2. Printers	7	
3. Carpenter and mechanical branch		
1. Clerk in charge	1	
2. Clerks	2	

	No.	Reference page.
New York post office.		
3. *First division (auditor).*		
1. Auditor's office	....	
1. Office proper of the auditor	....	
1. Auditor	1	
2. Examiners of stations	6	
3. Bookkeepers	2	
4. Clerks	2	
2. Office of assistant auditor (appointment clerk)	....	
1. Assistant auditor	1	
2. Clerk in charge	1	
1. Clerks	3	
3. Auditing (money-order statements for stations and general office)	....	
1. Bookkeeper (clerk in charge)	1	
2. Clerks	6	
4. Auditing (money-order statements for numbered stations)	....	
1. Bookkeeper (clerk in charge)	1	
2. Clerks	4	
5. Pay rolls (regular and substitutes)	....	
1. Clerks	3	
6. Newspaper and periodical postage accounts	....	
1. Bookkeeper	1	
2. Cashier's office	....	
1. Office proper of cashier	....	
1. Cashier	1	
2. Cashier (assistant)	1	
3. Clerks	9	
2. Redemption and request room	....	
1. Assistant cashier in charge	1	
1. Clerks	7	
2. Laborer	1	
3. Stamp department	....	
1. Chief stamp clerk in charge	1	
1. Clerk	1	
2. Stamp clerks	....	
1. Wholesale	11	
2. Retail	4	
3. Laborer	1	
3. Mail-inspection and rating department	....	
1. Superintendent	1	
2. Foreman	1	
3. Clerk in charge	1	
4. Clerks	13	
4. Newspaper and periodical postage department	....	
1. Superintendent	1	
2. Clerk in charge	1	
3. Clerks	7	
5. Department of purchases and supplies (Jay Street Station)	....	
1. Office proper of superintendent	....	
1. Superintendent	1	
2. Assistant superintendent	1	
3. Clerk	1	
2. Repair shop	....	
1. Clerk in charge	1	
3. Supply room	....	
1. Clerks	5	
4. Label room	....	
1. Clerks	18	
2. Laborers	12	

	No.	Reference page.
New York post office.		
4. *Second division* (***superintendent of mails***).		
1. Office of the superintendent of mails		
1. Superintendent	1	
2. Assistant superintendent	1	
3. Case examinations		
1. Foreman in charge	1	
4. Mail-bag account		
1. Foreman in charge	1	
5. Clerks	24	
2. Newspaper department, general post office		7
3. Transportation department, general post office		8
4. Hudson Terminal Station		9
5. Pennsylvania Terminal Station		10
6. Grand Central Station		11

	No.	Reference page.
New York post office.		
4. Second division (superintendent of mails).		
2. *Newspaper department, general post office.*		
1. Office proper of the assistant superintendent		
1. Assistant superintendent	1	
2. Clerk	1	
2. First tour, newspaper department. (Time of shift, 12 p. m.–8.30 a. m.)		
1. Foreman of first tour	1	
2. Acting foreman (in charge of floor)	1	
1. Primary separation case		
1. Clerk in charge	1	
2. Clerks	31	
2. Handling mail in bulk		
1. Foreman in charge	1	
2. Clerks	5	
3. Laborers	7	
3. Janitor	1	
3. Second tour, newpaper department. (Time of shift, 8 a. m.–4.30 p. m.)		
1. Assistant superintendent	1	
2. Foreman (in charge of floor)	1	
1. Primary separation case		
1. Clerks in charge	2	
2. Clerks	33	
2. Handling mail in bulk		
1. Foreman in charge	1	
2. Clerks	11	
3. Laborers	7	
3. Janitor	1	
3. Mail equipment department		
1. Foremen in charge	2	
2. Laborers	4	
3. Clerks	12	
4. Waste room		
1. Laborers	2	
5. Lobby		
1. Door men (clerks detailed)	2	
4. Third tour, newspaper department. (Time of shift, 4 p. m.–12.30 a. m.)		
1. Foreman in charge	1	
2. Foreman (in charge of floor)	1	
1. Primary separation case		
1. Clerk in charge	1	
2. Clerks	37	
2. Handling mail in bulk		
1. Foreman	1	
2. Clerks	9	
3. Laborers	9	
3. Mail equipment department		
1. Clerk	1	
2. Laborer	1	
3. Janitor (laborer)	1	
4. Lobby		
1. Door man (clerk)	1	

	No.	Reference page.
New York post office.		
4. Second division (superintendent of mails).		
3. *Transportation department, general post office.*		
1. Office proper of foreman in charge	....	
1. Foreman	1	
2. Clerks	10	
2. First tour, transportation department, general post office. (Time of shift, 1 a. m.–9.30 a. m.)	....	
1. Foreman of first tour	1	
2. Clerks	17	
3. Handling mail in bulk	....	
1. Laborer	1	
4. Mail lift operators	....	
1. Laborers	6	
3. Second tour, transportation department, general post office. (Time of shift, 8.30 a. m.–5 p. m.)	....	
1. Foreman of second tour	1	
2. Clerks	22	
3. Mail lift operators	6	
4. Third tour, transportation department, general post office, (Time of shift, 4.30 p. m.–1 a. m.)	....	
1. Clerks	27	
2. Mail lift operators	6	

	No.	Reference page.
New York post office.		
4. Second division (superintendent of mails).		
4. *Hudson Terminal Station.*		
1. Office proper of the assistant superintendent of mails in charge		
1. Assistant superintendent	1	
2. Clerks	4	
2. First tour, Hudson Terminal Station, time of shift, 12.30 a. m.–9 a. m.)		
1. Assistant superintendent	1	
2. Foreman (in charge of floor)	1	
1. Primary separation case		
1. Clerks	33	
2. New York case		
1. Clerk in charge	1	
2. Clerks	3	
3. Pennsylvania case		
1. Clerk in charge	1	
2. Clerks	2	
4. New Jersey case		
1. Clerk in charge	1	
2. Clerks	2	
5. New England case		
1. Clerk in charge	1	
2. Clerk	1	
6. Canada case		
1. Clerk	1	
7. Brooklyn case		
1. Clerk	1	
8. South and West A case		
1. Clerk in charge	1	
2. Clerk	1	
9. South and West B case		
1. Clerk in charge	1	
2. Clerk	1	
10. South and West 2 case		
1. Clerk	1	
11. South and West 3 case		
1. Clerk in charge	1	
2. Clerks	2	
12. South and West 4 case		
1. Clerk in charge	1	
2. Clerk	1	
13. Mailing case		
1. Clerk in charge	1	
2. Clerks	2	
14. Foreign room		
1. Foreman	1	
2. Clerks	2	
15. Transportation department		
1. Foreman	1	
2. Clerks	8	
16. Detail to machines and conveyor		
1. Clerk	1	
17. Detail to pneumatic tubes		
1. Clerk	1	
18. Detail to opening form		
1 Clerks	2	
19. Handling mail in bulk		
1. Laborers (detailed)	2	
20. Janitor service		
1. Laborers (detailed)	2	

	No.	Reference page.
New York post office—Continued.		
4. Second division (superintendent of mails)—Continued.		
4. *Hudson Terminal Station*—Continued.		
2. First tour, etc.—Continued.		
3. Letter department, general post office	....	
1. Primary separation case	....	
1. Clerk in charge	1	
2. Clerk	1	
2. Mailing case	....	
1. Clerks	2	
3. Pneumatic tubes	....	
1. Clerks	6	
3. Second tour, Hudson Terminal Station (time of shifts, 8.30 a. m.–5 p. m.)	....	
1. Assistant superintendents	2	
2. Foreman (in charge of floor)	1	
1. Primary separation case	....	
1. Clerks	79	
2. New York case	....	
1. Foreman	1	
2. Clerks	6	
3. Pennsylvania case	....	
1. Clerk in charge	1	
2. Clerks	5	
4. New Jersey case	....	
1. Clerk in charge	1	
2. Clerks	5	
5. New England case	....	
1. Clerk in charge	1	
2. Clerks	4	
6. Canada case	....	
1. Clerk	1	
7. Brooklyn case	....	
1. Clerk	1	
8. South and West A case	....	
1. Foreman in charge	1	
2. Clerks	3	
9. South and West B case	....	
1. Foreman in charge	1	
2. Clerks	2	
10. South and West 2 case	....	
1. Foreman in charge	1	
2. Clerks	3	
11. South and West 3 case	....	
1. Foreman in charge	1	
2. Clerks	2	
12. South and West 4 case	....	
1. Clerk in charge	1	
2. Clerk	1	
13. Mailing case	....	
1. Foreman	1	
2. Clerks	6	
14. Machines and conveyors	....	
1. Foreman in charge	1	
2. Clerks	2	
15. Foreign room	....	
1. Foreman	1	
2. Clerks	2	
16. Transportation department	....	
1. Foreman	1	
2. Clerks	8	

	No.	Reference page.
New York post office—Continued.		
4. Second division (superintendent of mails)—Continued.		
4. *Hudson Terminal Station*—Continued.		
3. Second tour, etc.—Continued.		
2. Foreman (in charge of floor)—Continued.		
17. Handling mail in bulk		
1. Laborers	2	
18. Pneumatic tubes		
1. Clerk (detailed)	1	
19. Opening form		
1. Clerks (detailed)	2	
20. Timekeeper		
1. Clerk (detailed)	1	
21. Janitor service		
1. Laborers (detailed)	3	
22. Doorman		
1. Clerk (detailed)	1	
3. Letter department		
1. Foreman (in charge of floor)	1	
2. Primary separation case		
1. Clerk in charge	1	
2. Clerks	10	
3. Mailing cases		
1. Foreman	1	
2. Clerk	1	
4. Pneumatic tubes		
1. Clerks	11	
4. Third tour, Hudson Terminal Station, time of shift, 4.30 p. m.–1 a. m		
1. Assistant superintendent	1	
2. Foremen (in charge of floor)	2	
1. Primary separation case		
1. Clerks	130	
2. New York case		
1. Foreman	1	
2. Clerks	10	
3. Pennsylvania case		
1. Foreman	1	
2. Clerks	8	
4. New Jersey case		
1. Clerk in charge	1	
2. Clerks	7	
5. New England case		
1. Foreman in charge	1	
2. Clerks	6	
6. Canada case		
1. Clerk	1	
7. Brooklyn case		
1. Clerks	2	
8. South and West A case		
1. Foreman in charge	1	
2. Clerks	5	
9. South and West B case		
1. Foreman in charge	1	
2. Clerks	2	
10. South and West 2 case		
1. Clerk in charge	1	
2. Clerks	3	
11. South and West 3 case		
1. Clerk in charge	1	
2. Clerks	2	

	No.	Reference page.
1. New York post office—Continued.		
4. Second division (superintendent of mails)—Continued.		
4. *Hudson Terminal Station*—Continued.		
4. Third tour, etc.—Continued.		
2. Foreman (in charge of floor)—Continued.		
12. South and West 4 case		
1. Clerk in charge	1	
2. Clerk	1	
13. Mailing case		
1. Foreman in charge	1	
2. Clerks	8	
14. Foreign room		
1. Foreman in charge	1	
2. Clerks	2	
15. Transportation department		
1. Foreman in charge	1	
2. Clerks	7	
16. Machines and conveyers		
1. Clerks (detailed)	2	
17. Pneumatic tubes		
1. Clerk (detailed)	1	
18. Opening form		
1. Clerks (detailed)	2	
19. Timekeeper		
1. Clerk (detailed)	1	
20. Janitor service		
1. Laborers (detailed)	2	
21. Handling mail in bulk		
1. Clerks	3	
3. Letter department, general post office		
1. Primary separation case		
1. Clerk in charge	1	
2. Clerks	9	
2. Mailing case		
1. Clerk	1	
3. Pneumatic tubes		
1. Foreman in charge	1	
2. Clerks	5	

	No.	Reference page.
New York post office.		
4. Second division (superintendent of mails).		
5. *Pennsylvania Terminal Station.*		
1. Office proper of the assistant superintendent of mails in charge	----	
1. Assistant superintendent	1	
2. Clerk	1	
2. First tour, Pennsylvania Terminal Station (time of shift, 12 a. m.–8.30 a. m)	----	
1. Assistant superintendent of first tour	----	
2. Acting foreman (in charge of floor)	1	
1. Primary separation case	----	
1. Clerk in charge	1	
2. Clerks	9	
2. Weighing room (second-class matter)	----	
1. Clerk	1	
3. New Jersey case	----	
1. Foreman	1	
2. Clerks	2	
4. Pennsylvania case	----	
1. Foreman	1	
2. Clerks	5	
5. South and West case	----	
1. Foreman	1	
2. Clerks	2	
6. Handling mail in bulk	----	
1. Acting foreman	1	
2. Clerks	2	
3. Laborers	6	
7. Janitor service	----	
1. Laborer (detailed)	1	
3. Second tour, Pennsylvania Terminal Station (time of shift, 9 a. m.–6 p. m.)	----	
1. Acting foreman of second tour	1	
1. Primary separation case	----	
1. Clerk in charge	1	
2. Clerks	11	
2. Weighing room	----	
1. Acting foreman	1	
2. Clerk	1	
3. New Jersey case	----	
1. Foreman in charge	1	
2. Clerks	3	
4. Pennsylvania case	----	
1. Foreman in charge	1	
2. Clerks	6	
5. South and West case	----	
1. Foreman in charge	1	
2. Clerks	2	
6. Handling mail in bulk	----	
1. Acting foreman	1	
2. Clerk	1	
3. Laborers	12	
7. Janitor service	----	
1. Laborer (detailed)	1	

	No.	Reference page.
New York post office—Continued.		
4. Second division (superintendent of mails)—Continued.		
5. *Pennsylvania Terminal Station*—Continued.		
4. Third tour, Pennsylvania Terminal Station (time of shift, 4 p. m.–12.30 a. m)		
1. Assistant superintendent	1	
2. Acting foreman (in charge of floor)	1	
1. Primary separation case		
1. Clerk in charge	1	
2. Clerks	12	
2. Weighing room		
1. Clerk	1	
3. New Jersey case		
1. Foreman	1	
2. Clerks	2	
4. Pennsylvania case		
1. Foreman	1	
2. Clerks	7	
5. South and West case		
1. Foreman	1	
2. Clerks	2	
6. Handling mail in bulk		
1. Acting foreman	1	
2. Clerk	1	
3. Laborers	10	
7. Janitor service		
1. Laborer	1	

	No.	Reference page.
New York post office.		
4. Second division (superintendent of mails).		
6. *Grand Central Station.*		
1. Office proper of the assistant superintendent of mails in charge		
1. Assistant superintendent	1	
2. Clerks	2	
2. First tour, Grand Central Station (time of shift, 12 p. m.–8.30 a. m.)		
1. Assistant superintendent	1	
2. Foreman (in charge of floor)	1	
1. Primary separation letter case		
1. Clerk	1	
2. Primary separation newspaper case		
1. Clerk in charge	1	
2. Clerks	19	
3. New York letter case		
1. Clerk in charge	1	
2. Clerks	2	
4. New York newspaper case		
1. Foreman	1	
2. Clerks	16	
5. New England letter and newspaper case		
1. Foreman	1	
2. Clerks	11	
6. Canada letter and newspaper case		
1. Clerk in charge	1	
2. Clerks	3	
7. South and West letter and newspaper case		
1. Foreman	1	
2. Clerks	7	
8. Pennsylvania letter case		
1. Clerk in charge	1	
2. Clerk	1	
9. New Jersey letter case		
1. Clerk	1	
10. Pneumatic tubes, mailing case, and opening form		
1. Clerk in charge	1	
2. Clerks	8	
11. Transportation department		
1. Clerk in charge	1	
2. Clerks	10	
12. Brooklyn letter case		
1. Clerk	1	
13. Weighing room (second-class matter)		
1. Clerk	1	
14. Handling mail in bulk		
1. Clerks	5	
15. Doorman		
1. Laborer (detailed)	1	
3. Second tour, Grand Central Station (time of shift, 8 a. m.–4.30 p. m.)		
1. Assistant superintendent of second tour	1	
2. Foreman (in charge of floor)	1	
1. Primary separation letter case		
1. Clerk in charge	1	
2. Clerks	7	
2. Primary separation newspaper case		
1. Clerk in charge	1	
2. Clerks	29	

	No.	Reference page.
New York post office—Continued.		
4. Second division (superintendent of mails)—Continued.		
6. *Grand Central Station*—Continued.		
3. Second tour, etc.—Continued.		
2. Foreman (in charge of floor)—Continued.		
3. Handling mail in bulk	....	
1. Laborers	10	
4. New York letter case	....	
1. Clerk in charge	1	
2. Clerks	15	
5. New York newspaper case	....	
1. Foreman in charge	1	
2. Clerks	18	
6. New England letter and newspaper case	....	
1. Clerk in charge	1	
2. Clerks	18	
7. Canada letter and newspaper case	....	
1. Foreman in charge	1	
2. Clerks	3	
8. South and West letter and newspaper case	....	
1. Foremen in charge	2	
2. Clerks	7	
9. Pennsylvania letter case	....	
1. Clerk in charge	1	
2. Clerk	1	
10. Pneumatic tubes, mailing case, and opening form	....	
1. Clerks in charge	2	
2. Clerks	23	
11. Transportation department	....	
1. Foreman in charge	1	
2. Foreman in charge of tour	1	
3. Clerks	20	
12. New Jersey letter case	....	
1. Clerk in charge	1	
2. Clerks	2	
13. Brooklyn letter case	....	
1. Clerk	1	
14. Weighing room	....	
1. Foreman in charge	1	
2. Clerks	2	
15. Labels (stamping)	....	
1. Clerks (detailed)	2	
16. Conveyors	....	
1. Clerks (detailed)	2	
17. Janitor service	....	
1. Laborers (detailed)	6	
18. Doorman	1	
4. Third tour, Grand Central Station, (time of shift, 4. p. m.–12.30 a. m	....	
1. Assistant superintendent	1	
2. Foreman (in charge of floor)	1	
1. Primary separation letter case	....	
1. Clerk in charge	1	
2. Clerks	15	
2. Primary separation newspaper case	....	
1. Clerk in charge	1	
2. Clerks	32	
3. New York letter case	....	
1. Clerk in charge	1	
2. Clerks	15	

	No.	Reference page.
1. New York post office—Continued.		
4. Second division (superintendent of mails)—Continued.		
6. *Grand Central Station*—Continued.		
4. Third tour, etc.—Continued.		
2. Foreman (in charge of floor)—Continued.		
4. New York newspaper case		
1. Foreman in charge	1	
2. Clerks	17	
5. New England letter and newspaper case		
1. Clerk in charge	1	
2. Clerks	17	
6. Canada letter and newspaper case		
1. Clerk in charge	1	
2. Clerks	3	
7. South and West letter and newspaper case		
1. Foremen	2	
2. Clerks	7	
8. Pennsylvania letter case		
1. Clerk in charge	1	
2. Clerk	1	
9. New Jersey letter case		
1. Clerk in charge	1	
2. Clerks	2	
10. Pneumatic tubes, mailing case, and opening form		
1. Clerk in charge	1	
2. Clerks	25	
11. Transportation department		
1. Clerk in charge	1	
2. Clerks	14	
12. Conveyors		
1. Clerk (detailed)	1	
13. Handling mail in bulk		
1. Clerks	12	
14. Receiving registered mail in bulk		
1. Clerk	1	
15. Brooklyn letter case		
1. Clerk	1	
16. Weighing room (second-class matter)		
1. Clerks	2	
17. Doorman		
1. Clerk (detailed)	1	
18. Janitor service		
1. Laborers (detailed)	2	

	No.	Reference page.
1. New York post office.		
5. *Third division (superintendent of delivery).*		
1. Office of the superintendent of delivery	....	
1. Superintendent	1	
2. Assistant superintendents (time of shift, 8.15 a. m.–4.30 p. m.)	3	
3. Assistant superintendents (irregular)	4	
4. Clerks	7	
2. General post office (station)	....	13
3. Station A	....	14
4. Station B	....	15
5. Station C	....	16
6. Station D	....	17
7. Station E	....	18
8. Station F	....	19
9. Station G	....	20
10. Station H	....	21
11. Station I	....	22
12. Station J	....	23
13. Station K	....	24
14. Station L	....	25
15. Station M	....	26
16. Station N	....	27
17. Station O	....	28
18. Station P	....	29
19. Station R	....	30
20. Station S	....	31
21. Station T	....	32
22. Station U	....	33
23. Station V	....	34
24. Station W	....	35
25. Station X	....	36
26. Station Y	....	37
27. City Island Station	....	38
28. College Station	....	39
29. Fordham Station	....	40
30. Foreign Station	....	41
31. Fox Street Station	....	42
32. Grand Central Station	....	43
33. Hamilton Grange Station	....	44
34. High Bridge Station	....	45
35. Hudson Terminal Station	....	46
36. Jay Street Station	....	47
37. Kingsbridge Station	....	48
38. Madison Square Station	....	49
39. Morris Heights Station	....	50
40. Pelham Station	....	51
41. Pelham Manor Station	....	52
42. Times Square Station	....	53
43. Tompkins Square Station	....	54
44. Tremont Station	....	55
45. Wall Street Station	....	56
46. Washington Bridge Station	....	57
47. Westchester Station	....	58
48. Williams Bridge Station	....	59

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
2. *General post office (station).*		
1. Administrative group		
1. Superintendent (time of shift, 8 a. m.–5 p. m.)	1	
2. Assistant superintendents (general) (time of shifts, 12 p. m.–9 a. m.; 8 a. m.–4 p. m.; 4 p. m.–1 a. m.)	3	
3. Assistant superintendent (in charge of carriers)	1	
4. Assistant superintendent (in charge of general delivery)	1	
2. Office force		
1. Foreman in charge	1	
2. First tour (time of shift, 12 p. m.–9 a. m.)		
1. Foreman of first tour	1	
2. Carriers' separation case		
1. Clerks	20	
3. City separation case		
1. Clerks	16	
4. General delivery		
1. Clerks	2	
5. Dispatching mail		
1. Clerks	4	
6. Utility clerks	8	
7. Directory clerks	3	
3. Second tour (time of shift, 7 a. m.–4 p. m.)		
1. Foreman of second tour	1	
2. Carriers' separation case		
1. Clerks	55	
3. City separation case		
1. Clerks	45	
4. General delivery		
1. Clerks	20	
5. Dispatching mail		
1. Clerks	4	
6. Box department		
1. Clerks	21	
7. Utility clerks	24	
8. Directory clerks	10	
9. Record clerks	6	
4. Third tour (time of shift, 4 p. m.–1 a. m.)		
1. Foreman of third tour	1	
2. Carriers' separation case		
1. Clerks	45	
3. City separation clerks		
1. Clerks	45	
4. General delivery		
1. Clerks	3	
5. Dispatching mail		
1. Clerks	4	
6. Box department		
1. Clerks	12	
7. Utility clerks	14	
8. Directory clerks	4	
5. Laborers		
1. First tour (time of shift, 12 p. m.–9 a. m.)	3	
2. Second tour (time of shift, 7 a. m.–4 p. m.)	6	
3. Third tour (time of shift, 4 p. m.–1 p. m.)	6	
3. Carriers' department		
1. Foreman in charge	1	
2. Delivery of mail		
1. Carriers	201	
3. Collection of mail		
1. Carriers	27	

	No.	Reference page.
New York post office.		
5. Third division (supervision of delivery).		
3. *Station A.*		
1. Administrative group [1]		
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 5.30 a. m.–2 p. m.)	1	
3. Assistant superintendent (time of shift, 2 p. m.–10.30 p. m.)	1	
4. Clerk in charge (time of shift, 11.30 p. m.–8 a. m.)	1	
2. Office force		
1. Directory clerk	1	
2. Money-order department		
1. Clerks	2	
3. Registry department		
1. Clerks	5	
4. Inquiry department		
1. Clerks	2	
5. Record clerk	1	
6. Time clerk	1	
7. Stamp Clerks	2	
8. First tour (time of shift, 11.30 p. m.–8 a. m.)		
1. Carrier's separation case		
1. Clerk	1	
2. Carrier's and city case		
1. Clerk	1	
3. Carrier's and mail case and dispatcher		
1. Clerk	1	
9. Second tour		
1. Carrier's separation case		
1. Clerks	6	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatcher	1	
5. Utility clerk	1	
10. Third tour (time of shift, 11.15 a. m.–8 p. m.)		
1. Carrier's separation case		
1. Clerks	3	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerks	4	
4. Utility clerks	2	
11. Fourth tour (time of shift, 1.45 p. m.–10.30 p. m.)		
1. Carrier's separation case		
1. Clerks	2	
2. City separation case		
1. Clerks	3	
3. Mail separation case		
1. Clerks	11	
4. Dispatcher	1	
12. Laborers	2	
3. Mail carrier's department		
1. Delivery		
1. Carriers	48	
2. Collection		
1. Carriers	49	

[1] The assistant superintendents are in charge of the working force during the hours they are on duty. The clerk in charge exercises supervision until the assistant superintendent reports at 5.30 a. m.

	No.	Reference page.
New York post office.		
5. Third division (supervision of delivery).		
4. *Station B.*		
1. Administrative group [1]		
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 5.45 a. m.–2.15 p. m.)	1	
3. Assistant superintendent (time of shift, 2.15 p. m.–10.45 p. m.)	1	
4. Clerk in charge (time of shift, 11 p. m.–7 a. m.)	1	
2. Office force		
1. Money-order department		
1. Clerks	4	
2. Registry department		
1. Clerks	4	
3. Stamp department		
1. Clerks	3	
4. Inquiry clerks	2	
5. Record clerk	1	
6. First tour (time of shift, 11 p. m.–7 a. m.)		
1. Clerks [2]	2	
7. Second tour (time of shift, 6 a. m.–3 p. m.)		
1. Carrier's separation case		
1. Clerks	2	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatcher		
1. Clerk	1	
5. Utility		
1. Clerk	1	
6. Directory		
1. Clerk	1	
8. Third tour (time of shift, 10.15 a. m.–7.15 p. m.)		
1. Carrier's separation case		
1. Clerks	2	
2. City separation case		
1. Clerks	2	
3. Mail separation case		
1. Clerk	1	
4. Utility		
1. Clerks	5	
5. Directory		
1. Clerk	1	
9. Fourth tour		
1. Carrier's separation case		
1. Clerks	3	
2. City separation case		
1. Clerks	2	
3. Mail separation case		
1. Clerks	2	
4. Dispatching		
1. Clerk	1	
5. Utility clerk	1	
3. Laborers	2	
4. Carrier's department		
1. Delivery		
1. Carriers	75	
2. Collection		
1. Carriers	10	

[1] The assistant superintendents are in charge of the working force during the hours on duty. The clerk in charge exercises supervision until the assistant superintendent reports in the morning.
[2] Work on carrier's separation cases, city and mail cases, and dispatch mail.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
5. *Station C.*		
1. Administrative group [1]		
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.).	1	
2. Assistant superintendent (time of shift, 5.30 a. m.–2 p. m.)	1	
3. Assistant superintendent (time of shift, 2 a. m.–10.30 p. m.)	1	
4. Clerk in charge (time of shift, 10.45 p. m.–7 a. m.)	1	
2. Office force		
1. Directory clerk	1	
2. Money-order department		
1. Clerk	1	
3. Registry department		
1. Clerks	2	
4. Stamp department		
1. Clerks	2	
5. Inquiry clerk	1	
6. First tour (time of shift, 12 p. m.–8 a. m.)		
1. Clerk	1	
7. Second tour		
1. City separation case		
1. Clerk	1	
2. Mail separation case		
1. Clerk	1	
3. Dispatching mail		
1. Clerk	1	
4. Mail separation case		
1. Clerk	1	
5. Utility clerk	1	
8. Third tour (time of shift, 11 a. m.–8 p. m.)		
1. Carriers' separation case		
1. Clerk	1	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Utility clerk	1	
9. Fourth tour		
1. Carriers' separation case		
1. Clerks	2	
2. City separation case		
1. Clerks	3	
3. Mail separation case		
1. Clerks	3	
4. Dispatcher	1	
3. Laborers	2	
4. Mail carriers' department		
1. Delivery		
1. Carriers	33	
2. Collection		
1. Carriers	8	

[1] The assistant superintendents are in charge of the working force during the hours on duty. The clerk in charge exercises supervision until the assistant superintendent reports in the morning.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
6. *Station D.*		
1. Administrative group [1]	----	
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 6 a. m.–3 p. m.)	1	
3. Assistant superintendent (time of shift, 3 p. m.–12 p. m.)	1	
4. Assistant superintendent (time of shift, 12 p. m.–8 a. m.)	1	
2. Station force	----	
1. Directory	----	
1. Clerks	3	
2. Money-order department	----	
1. Clerks	3	
3. Registry	----	
1. Clerks	6	
4. Stamps department	----	
1. Clerks	2	
5. Inquiry	----	
1. Clerks	3	
6. Time clerk	1	
7. Utility clerks	3	
8. First tour (time of shift, 11.45 a. m.–7.45 p. m.)	----	
1. Carriers' separation case	----	
1. Clerks	2	
2. City separation case	----	
1. Clerk	1	
3. Mail separation case	----	
1. Clerk	1	
4. Dispatcher	1	
9. Second tour	----	
1. Carriers' separation case	----	
1. Clerks	8	
2. City separation case	----	
1. Clerks	2	
3. Mail separation case	----	
1. Clerks	2	
4. Dispatcher	1	
10. Third tour	----	
1. Carriers' separation case	----	
1. Clerks	6	
2. City separation case	----	
1. Clerks	3	
3. Mail separation case	----	
1. Clerks	7	
4. Dispatchers	2	
11. Fourth tour (time of shift, 4 p. m.–12.30 a. m.)	----	
1. Carriers' separation case	----	
1. Clerks	6	
2. City separation case	----	
1. Clerks	3	
3. Mail separation case	----	
1. Clerks	13	
4. Dispatchers	2	
12. Laborers	2	
3. Mail carriers' department	----	
1. Delivery	----	
1. Carriers	77	
2. Collection	----	
1. Carriers	19	

[1] The assistant superintendents are in charge of the working force during their respective shifts.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
7. *Station E.*		
1. Administrative group [1]	.....	.....
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.).	1	
2. Assistant superintendent (time of shift, 12 p. m.–8 a. m.)	1	
3. Assistant superintendent (time of shift, 6 a. m.–3 p. m.)	1	
4. Assistant superintendent (time of shift, 3 a. m.–12 p. m.)	1	
2. Station force	....	
1. Directory clerks	4	
2. Money order department	....	
1. Clerks	3	
3. Registry	....	
1. Clerks	7	
4. Stamp department	....	
1. Clerks	2	
5. Inquiry	....	
1. Clerks	4	
6. Record clerks	2	
7. First tour (time of shift, 12 p. m.–9 a. m.)	....	
1. Carriers' separation case	....	
1. Clerks	7	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerk	1	
4. Dispatcher	1	
8. Second tour (time of shift, 5 a. m.–2 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	8	
2. City separation case	....	
1. Clerks	2	
3. Mail separation case	....	
1. Clerks	2	
4. Dispatchers	3	
9. Third tour (time of shift, 10.30 a. m.–8 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	16	
2. City separation case	....	
1. Clerks	3	
3. Mail separation case	....	
1. Clerks	3	
4. Dispatcher	1	
5. Utility clerks	4	
10. Fourth tour (time of shift, 4 p. m.–1 a. m.)	....	
1. Carriers' separation case	....	
1. Clerks	5	
2. City separation case	....	
1. Clerks	5	
3. Mail separation case	....	
1. Clerks	14	
4. Dispatchers	8	
11. Laborers	5	
3. Mail carriers' department	....	
1. Delivery	....	
1. Carriers	108	
2. Collection	....	
1. Carriers	22	

[1] The assistant superintendents are in charge of the working force during the hours they are on duty.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
8. *Station F.*		
1. Administrative group [1]	....	
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.).	1	
2. Assistant superintendent (time of shift, 5.45 p. m.–2.15 p. m.)	1	
3. Assistant superintendent (time of shift, 2.15 p. m.–10.45 p. m.)	1	
4. Clerk in charge (time of shift, 11 p. m.–7.15 a. m.)	1	
2. Station force	....	
1. Money-order department	....	
1. Clerks	2	
2. Registry	....	
1. Clerks	2	
3. Stamp department	....	
1. Clerks	2	
4. Inquiry clerk	1	
5. Record clerk	1	
6. First tour (time of shift, 11 p. m.–7.15 a. m.)	....	
1. Clerk	1	
7. Second tour (time of shift, 5.30 a. m.–2 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	4	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerk	1	
4. Dispatcher	....	
1. Clerk	1	
5. Utility	....	
1. Clerks	2	
8. Third tour (time of shift, 11 a. m.–8 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	4	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerks	2	
4. Dispatcher	1	
5. Utility	....	
1. Clerks	2	
6. Directory	....	
1. Clerk	1	
9. Fourth tour (time of shift, 4.30 p. m.–1 a. m.)	....	
1. Carriers' separation case	....	
1. Clerks	4	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerk	1	
4. Dispatcher	1	
3. Mail carriers' department	....	
1. Delivery	....	
1. Carriers	65	
2. Collection	....	
1. Carriers	15	

[1] The assistant superintendents are in charge of the working force during the hours on duty. The clerk in charge exercises supervision until the assistant superintendent reports in the morning.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
9. *Station G.*		
1. Administrative group [1]		
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.).	1	
2. Assistant superintendent (time of shift, 5.30 a. m.–2 p. m.)	1	
3. Assistant superintendent (time of shift, 2 p. m.–10.30 p. m.)	1	
4. Clerk in charge (time of shift, 11 p. m.–7.30 a. m.)	1	
2. Station force		
1. Directory		
1. Clerk	1	
2. Money-order department		
1. Clerks	2	
3. Registry		
1. Clerks	4	
4. Stamp department		
1. Clerks	2	
5. Inquiry		
1. Clerks	2	
6. Record clerk	1	
7. First tour (time of shift, 5.30 a. m.–5 p. m.)		
1. Carrier's separation case		
1. Clerks	6	
2. City separation case		
1. Clerks	2	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
5. Utility clerks		
1. Clerks	2	
8. Second tour (time of shift, 11 a. m.–8 p. m.)		
1. Carrier's separation case		
1. Clerk	1	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerks	2	
4. Utility clerks	2	
5. Directory clerk	1	
9. Third tour (time of shift, 2.15 p. m.–11.15 p. m.)		
1. Carrier's separation case		
1. Clerks	4	
2. City separation case		
1. Clerks	4	
3. Mail separation case		
1. Clerks	4	
4. Dispatching mail		
1. Clerk	1	
5. Utility clerk		
1. Clerk	1	

[1] The assistant superintendents are in charge of the working force during the hours on duty. The clerk in charge exercises supervision until the assistant superintendent reports in the morning.

	No.	Reference page.
New York post office—Continued.		
5. Third division (superintendent of delivery)—Continued.		
9. *Station G*—Continued.		
2. Station force—Continued.		
10. Fourth tour (time of shift, 11 p. m.–7.30 a. m.)	....	
1. Carrier's separation case	....	
1. Clerks	2	
2. City and mail separation case	....	
1. Clerk	1	
3. Utility clerk	1	
11. Laborers	3	
3. Mail carrier's department	....	
1. Delivery	....	
1. Carriers	90	
2. Collection	....	
1. Carriers	12	

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
10. *Station H.*		
1. Administrative group [1]		
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 5.30 a. m.–2 p. m.)	1	
3. Assistant superintendent (time of shift, 2 p. m.–10.30 p. m.)	1	
4. Clerk in charge (time of shift, 12 p. m.–8 p. m.)	1	
2. Station force		
1. Directory		
1. Clerks	2	
2. Money-order department		
1. Clerks	2	
3. Registry		
1. Clerks	3	
4. Stamp department		
1. Clerks	2	
5. Inquiry		
1. Clerks	2	
6. Record clerk	1	
7. First tour (time of shift, 12 p. m.–8 a. m.)		
1. Clerk	1	
8. Second tour		
1. Carrier's separation case		
1. Clerks	2	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatcher		
1. Clerk	1	
5. Utility clerks	2	
9. Third tour (time of shift, 11 a. m.–8 p. m.)		
1. Clerks	3	
10. Fourth tour		
1. Carrier's separation case		
1. Clerks	3	
2. City separation case		
1. Clerks	2	
3. Mail separation case		
1. Clerks	2	
4. Dispatcher	1	
5. Utility clerks	2	
11. Laborers	2	
3. Mail carrier's department		
1. Delivery		
1. Carriers	66	
2. Collection		
1. Carriers	12	

[1] The assistant superintendents are in charge of the working force during the hours on duty. The clerk in charge exercises supervision until the assistant superintendent reports in the morning.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
11. *Station I.*		
1. Administrative group [1]	....	
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 5.30 a. m.–2 p. m.)	1	
3. Assistant superintendent (time of shift, 2 p. m.–10.30 a. m.)	1	
4. Clerk in charge (time of shift, 12 p. m.–8 a. m.)	1	
2. Station force	....	
1. Directory	....	
1. Clerk	1	
2. Money-order departments	....	
1. Clerks	2	
3. Registry	....	
1. Clerks	2	
4. Stamp department	....	
1. Clerks	2	
5. Inquiry	....	
1. Clerk	1	
6. Record clerk	1	
7. First tour (time of shift, 5.30 a. m.–2.30 p. m.)	....	
1. Carriers' separation case	....	
1. Clerk	1	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerk	1	
4. Dispatcher	1	
8. Second tour (time of shift, 11 a. m.–8 p. m.)	....	
1. Carriers' separation case	....	
1. Clerk	1	
9. Third tour (time of shift, 2.30 p. m.–11.30 p. m.)	....	
1. Carriers' separation case	....	
1. Clerk	1	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerk	1	
4. Dispatcher	1	
10. Fourth tour	....	
1. Carriers' separation case	....	
1. Clerk	1	
11. Laborers	2	
3. Mail carriers' department	....	
1. Delivery	....	
1. Carriers	33	
2. Collection	....	
1. Carriers	4	

[1] The assistant superintendents are in charge of the working force during the hours on duty. The clerk in charge exercises supervision until the assistant superintendent reports in the morning.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
12. *Station J.*		
1. Administrative group [1]	....	
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 5.30 a. m.–2 p. m.)	1	
3. Assistant superintendent (time of shift, 2 p. m.–10.30 p. m.)	1	
4. Clerk in charge (time of shift, 11 p. m.–7 a. m.)	1	
2. Station force	....	
1. Money-order department	....	
1. Clerks	2	
2. Registry	....	
1. Clerks	4	
3. Stamp department	....	
1. Clerks	2	
4. Directory	....	
1. Clerk	1	
5. Inquiry	....	
1. Clerk	1	
6. Station No. 153	....	
1. Clerks	2	
7. Record clerk	1	
8. Utility clerk	1	
9. First tour (time of shift, 5 a. m.–2 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	4	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerk	1	
4. Dispatching mail	....	
1. Clerk	1	
5. Utility clerks	2	
10. Second tour (time of shift, 2 p. m.–11 p. m.)	....	
1. Carriers' separation case	....	
1. Clerk	1	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerk	1	
4. Utility clerks	2	
11. Third tour (time of shift, 4.30 p. m.–1 a. m.)	....	
1. Carriers' separation case	....	
1. Clerks	3	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerk	1	
4. Dispatching mail	....	
1. Clerk	1	
5. Utility clerks	2	

[1] The assistant superintendents are in charge of the working force during the hours on duty. The clerk in charge exercises supervision until the assistant superintendent reports in the morning.

	No.	Reference page.
New York post office—Continued.		
5. Third division (superintendent of delivery)—Continued.		
12. *Station J*—Continued.		
2. Station force—Continued.		
12. Fourth tour (time of shift, 4.30 p. m.–1 a. m.)		
1. Carriers' separation case		
1. Clerk	1	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
13. Fifth tour		
1. Utility clerks		
14. Laborer	1	
3. Mail carriers' department		
1. Delivery		
1. Carriers	87	
2. Collection		
1. Carriers	14	

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
13. *Station K.*		
1. Administrative group [1]		
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m)	1	
2. Assistant superintendent (time of shift, 5.30 a. m.–2 p. m.)	1	
3. Assistant superintendent (time of shift, 2 p. m.–10.30 p. m.)	1	
4. Clerk in charge, (time of shift, 11 p. m.–7 a. m.)	1	
2. Station force		
1. Money-order department		
1. Clerks	2	
2. Stamp department		
1. Clerks	2	
3. Registry		
1. Clerks	3	
4. Directory		
1. Clerk	1	
5. Inquiry		
1. Clerk	1	
6. Time clerk	1	
7. First tour (time of shift, 5.30 a. m.–2 p. m.)		
1. Carrier's separation case		
1. Clerks	4	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
5. Utility clerk	1	
8. Second tour (time shift, 2 p. m.–10 p. m.)		
1. Carrier's separation case		
1. Clerks	4	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
5. Utility clerk	1	
9. Third tour (time of shift, 11 p. m.–7 a. m.)		
1. Utility clerk	1	
10. Laborers	2	
3. Mail carriers' department		
1. Delivery		
1. Carriers	57	
2. Collection		
1. Carriers	8	

[1] The assistant superintendents are in charge of the working force during the hours on duty. The clerk in charge exercises supervision until the assistant superintendent reports in the morning.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
14. *Station L.*		
1. Administrative group [1]		
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 5.30 a. m.–2 p. m.)	1	
3. Assistant superintendent (time of shift, 2 a. m.–10.30 p. m.)	1	
4. Clerk in charge (time of shift, 11.45 p. m.–7.45 a. m.)	1	
2. Station force		
1. Money-order department		
1. Clerks	2	
2. Directory		
1. Clerk	1	
3. Registry		
1. Clerks	3	
4. Stamp department		
1. Clerks	2	
5. Inquiry		
1. Clerk	1	
6. Record clerk	1	
7. Utility clerks	2	
8. First tour (time of shift, 1 a. m.–9 a. m.)		
1. Clerk	1	
9. Second tour (time of shift, 5.30 a. m.–2 p. m.)		
1. Carrier's separation case		
1. Clerk	1	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
10. Third tour		
1. Carrier's separation case		
1. Clerk	1	
2. City separation clerk		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
11. Fourth tour (time of shift, 3.30 p. m.–12.30 a. m.)		
1. Carriers' separation case		
1. Clerks	2	
2. City separation case		
1. Clerks	2	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerks	2	
12. Laborers	2	
3. Mail carriers' department		
1. Delivery		
1. Carriers	51	
2. Collection		
1. Carriers	8	

[1] The assistant superintendents are in charge of the working force during the hours on duty. The clerk in charge exercises supervision until the assistant superintendent reports in the morning.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
15. *Station M.*		
1. Administrative group	....	
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 5.45 a. m.–2.15 p. m.)	1	
3. Assistant superintendent (time of shift, 2.15 p. m.–10.45 p. m.)	1	
2. Station force	....	
1. Directory	....	
1. Clerk	1	
2. Money-order department	....	
1. Clerks	2	
3. Registry	....	
1. Clerks	2	
4. Stamp department	....	
1. Clerks	2	
5. Inquiry	....	
1. Clerk	1	
6. First tour (time of shift, 11.15 p. m.–7.15 a. m)	....	
1. Clerk [1]	1	
7. Second tour (time of shift, 6 a. m.–3 p. m.)	....	
1. City separation case	....	
1. Clerk	1	
2. Mail separation case	....	
1. Clerk	1	
3. Dispatch mail	....	
1. Clerk	1	
8. Third tour (time of shift, 3 p. m.–12 p. m.)	....	
1. City separation case	....	
1. Clerk	1	
2. Mail separation case	....	
1. Clerk	1	
3. Dispatching mail	....	
1. Clerk	1	
9. Laborers	2	
3. Mail carriers' department	....	
1. Delivery	....	
1. Carriers	21	
2. Collection	....	
1. Carriers	5	

[1] In charge of office until assistant superintendent reports at 5.45 a. m.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
16. *Station N.*		
1. Administrative group [1]		
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 5.30 a. m.–2 p. m.)	1	
3. Assistant superintendent (time of shift, 2 p. m.–10.30 p. m.)	1	
4. Clerk in charge (time of shift, 11 p. m.–7 a. m.)	1	
2. Station force		
1. Directory		
1. Clerk	1	
2. Money-order department		
1. Clerks	2	
3. Registry		
1. Clerks	2	
4. Stamp department		
1. Clerks	2	
5. Inquiry clerk	1	
6. Record clerk	1	
7. First tour (time of shift, 11 p. m.–7 a. m.)		
1. Clerk	1	
8. Second tour (time of shift, 5.30 a. m.–2.15 p. m.)		
1. Carriers' separation case		
1. Clerks	2	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
9. Third tour (time of shift, 11.30 a. m.–8 p. m.)		
1. Carriers' separation case		
1. Clerks	3	
2. Utility clerks	2	
10. Fourth tour		
1. Carriers' separation case		
1. Clerks	2	
2. City separation case		
1. Clerks	2	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
11. Laborers	2	
3. Mail carriers' department		
1. Delivery		
1. Carriers	54	
2. Collection		
1. Carriers	8	

[1] The assistant superintendents are in charge of the working force during the hours on duty. The clerk in charge exercises supervision until the assistant superintendent reports in the morning.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
17. *Station O.*		
1. Administrative group	....	
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 12 p. m.–8 a. m.)	1	
3. Assistant superintendent (time of shift, 6 a. m.–3 p. m.)	1	
4. Assistant superintendent (time of shift, 3 p. m.–12 p. m.)	1	
2. Station force	....	
1. Money-order department	....	
1. Clerks	2	
2. Registry	....	
1. Clerks	4	
3. Stamp department	....	
1. Clerks	3	
4. Inquiry clerks	4	
5. Record clerk	1	
6. First tour (time of shift, 12 p. m.–8 a. m.)	....	
1. Carriers' separation case	....	
1. Clerks	2	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerk	1	
4. Dispatching mail	....	
1. Clerk	1	
7. Second tour (time of shift, 6 a. m.–3 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	7	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerks	2	
4. Dispatching mail	....	
1. Clerk	1	
5. Utility clerk	1	
6. Directory clerk	1	
8. Third tour (time of shift, 11 a. m.–8 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	7	
2. City separation case	....	
1. Clerks	2	
3. Mail separation case	....	
1. Clerks	4	
4. Utility clerk	1	
5. Directory clerk	1	
9. Fourth tour (time of shift, 3.30 p. m.–12.30 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	2	
2. City separation case	....	
1. Clerks	4	
3. Mail separation case	....	
1. Clerks	17	
4. Dispatching mail	....	
1. Clerk	1	
10. Laborers	5	
3. Mail carriers' department	....	
1. Delivery	....	
1. Carriers	45	
2. Collection	....	
1. Carriers	10	

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
18. *Station P.*		
1. Administrative group		
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 12 p. m.–8. a. m)	1	
3. Assistant superintendent (time of shift, 6 a. m.–3 p. m.)	1	
4. Assistant superintendent (time of shift, 3 p. m.–12 p. m.)	1	
2. Station force		
1. Directory		
1. Clerks	2	
2. Money-order department		
1. Clerks	2	
3. Registry		
1. Clerks	4	
4. Stamp department		
1. Clerks	2	
5. Inquiry clerks	2	
6. Record clerks	2	
7. Time clerk	1	
8. First tour (time of shift, 12 p. m.–8.30 a. m.)		
1. Carriers' separation case		
1. Clerks	2	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
5. Utility clerk	1	
9. Second tour (time of shift, 5.30 a. m.–15.15 p. m.)		
1. Carriers' separation case		
1. Clerks	8	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
5. Utility clerk		
1. Clerk	1	
10. Third tour (time of shift, 11.30 a. m.–8.30 p. m.)		
1. Carriers' separation case		
1. Clerks	8	
2. City separation case		
1. Clerks	3	
3. Mail separation case		
1. Clerks	4	
4. Dispatching mail		
1. Clerk	1	
5. Utility clerk	1	

	No.	Reference page.
New York post office—Continued.		
5. Third division (superintendent of delivery)—Continued.		
18. *Station P*—Continued.		
2. Station force—Continued.		
11. Fourth tour (time of shift, 4 p. m.–12.45 a. m.)	....	
1. Carriers' separation case	....	
1. Clerks	4	
2. City separation case	....	
1. Clerks	4	
3. Mail separation case	....	
1. Clerks	7	
4. Dispatching mail	....	
1. Clerks	2	
5. Utility clerk	1	
12. Laborers	2	
3. Mail carriers' department	....	
1. Delivery	....	
1. Carriers	87	
2. Collection	....	
1. Carriers	12	

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
19. *Station R.*		
1. Administrative group	....	
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 5.45 a. m.–2.15 p. m.)	1	
3. Assistant superintendent (time of shift, 2.15 p. m.–10.45 p. m.)	1	
2. Station force	....	
1. Money-order department	....	
1. Clerk	1	
2. Stamp department	....	
1. Clerks	2	
3. Registry	....	
1. Clerks	2	
4. Inquiry clerk	1	
5. Utility clerks	2	
6. First tour [1] (time of shift, 11 p. m.–7 a. m.)	....	
1. Clerk	1	
7. Second tour (time of shift, 6 a. m.–3 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	1	
2. City separation case	....	
1. Clerks	1	
3. Mail separation case	....	
1. Clerks	1	
4. Dispatching mail	....	
1. Clerk	1	
8. Third tour (time of shift, 3 p. m.–12 p. m.)	....	
1. Carriers' separation case	....	
1. Clerk	1	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerk	1	
4. Dispatching mail	....	
1. Clerk	1	
9. Laborers	1	
3. Mail carriers' department	....	
1. Delivery	....	
1. Carriers	24	
2. Collection	....	
1. Carriers	7	

[1] The assistant superintendents are in charge of the working force during the hours they are on duty. This clerk is in charge of the office until the assistant superintendent reports at 5.45 a. m.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
20. *Station S.*		
1. Administrative group [1]	....	
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 5.30 a. m.–2 p. m.)	1	
3. Assistant superintendent (time of shift, 2 p. m.–10.30 p. m.)	1	
4. Clerk in charge (time of shift, 1 a. m.–9 a. m.)	1	
2. Station force	....	
1. Directory	....	
1. Clerks	2	
2. Money-order department	....	
1. Clerks	2	
3. Registry	....	
1. Clerks	3	
4. Stamp department	....	
1. Clerks	2	
5. Inquiry	....	
1. Clerks	2	
6. First tour (time of shift, 1 a. m.–9 a. m.)	....	
1. Clerks	2	
7. Second tour (time of shift, 5.30 a. m.–2.30 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	5	
2. City separation case	....	
1. Clerks	2	
3. Mail separation case	....	
1. Clerks	2	
4. Dispatching mail	....	
1. Clerk	1	
5. Utility clerks	4	
8. Third tour (time of shift, 11.30 a. m.–8 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	3	
2. City separation case	....	
1. Clerks	2	
3. Mail separation case	....	
1. Clerks	3	
4. Utility clerk	1	
9. Fourth tour (time of shift, 4.30 p. m.–1 a. m.)	....	
1. Carriers' separation case	....	
1. Clerks	3	
2. City separation case	....	
1. Clerks	5	
3. Mail separation case	....	
1. Clerks	6	
4. Dispatching mail	....	
1. Clerk	1	
5. Utility clerks	3	
10. Laborers	2	
3. Mail carriers' department	....	
1. Delivery	....	
1. Carriers	48	
2. Collection	....	
1. Carriers	9	

[1] See footnote, p. 16.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
21. *Station T.*		
1. Administrative group		
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 5.45 a. m.–2.15 p. m.)	1	
3. Assistant superintendent (time of shift, 2.15 p. m.–10.45 p. m.)	1	
2. Station force		
1. Money-order department		
1. Clerk	1	
2. Registry		
1. Clerks	2	
3. Stamp department		
1. Clerks	2	
4. Inquiry clerk	1	
5. First tour (time of shift, 11 p. m.–7 a. m.)	1	
1. Clerk	1	
6. Second tour		
1. Carriers' separation case		
1. Clerks	2	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
5. Directory		
1. Clerk	1	
7. Third tour (time of shift, 3 p. m.–12 p. m.)		
1. Carriers' separation case		
1. Clerk	1	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
5. Directory	1	
1. Clerk	1	
8. Laborers	2	
3. Mail carriers' department		
1. Delivery		
1. Carriers	37	
2. Collection		
1. Carriers	6	

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
22. *Station U.*		
1. Administrative group [1]	....	
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.).	1	
2. Assistant superintendent (time of shift, 5.30 a. m.–2 p. m.)	1	
3. Assistant superintendent (time of shift, 2 p. m.–10.30 p. m.)	1	
4. Clerk in charge (time of shift, 10.30 p. m.–6.30 a. m.).	1	
2. Station force	....	
1. Directory	....	
1. Clerks	2	
2. Money order department	....	
1. Clerks	2	
3. Registry	....	
1. Clerks	3	
4. Stamp department	....	
1. Clerks	2	
5. Inquiry clerk	1	
6. Record clerk	1	
7. First tour (time of shift, 10.30 p. m.–6.30 a. m.)	....	
1. Clerk	1	
8. Second tour (time of shift, 5.30 a. m.–2 p. m.)	....	
1. Carriers' separation case	....	
1. Clerk	1	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerk	1	
4. Dispatching mail	....	
1. Clerk	1	
5. Utility clerk	1	
9. Third tour (time of shift, 9 a. m.–6 p. m.)	....	
1. Utility clerks	3	
10. Fourth tour	....	
1. Carriers' separation case	....	
1. Clerk	1	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerk	1	
4. Dispatching mail	....	
1. Clerk	1	
5. Utility clerk	....	
1. Clerk	1	
11. Laborers	2	
3. Mail carriers' department	....	
1. Delivery	....	
1. Carriers	51	
2. Collection	....	
1. Carriers	10	

[1] See footnote, p. 16.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
23. *Station V.*		
1. Administrative group [1]	----	
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 5.30 a. m.–2 p. m.)	1	
3. Assistant superintendent (time of shift, 2 p. m.–10.30 a. m.)	1	
4. Clerk in charge (time of shift, 11.30 p. m.–8 a. m.)	1	
2. Station force	----	
1. Directory	----	
1. Clerk	1	
2. Money-order department	----	
1. Clerks	2	
3. Registry	----	
1. Clerks	2	
4. Stamp department	----	
1. Clerks	2	
5. Inquiry clerk	----	
1. Clerk	1	
6. First tour (time of shift, 11.30 p. m.–8 a. m.)	----	
1. Clerks	2	
7. Second tour (time of shift, 5.30 a. m.–2 p. m.)	----	
1. Carriers' separation case	----	
1. Clerks	7	
2. City separation case	----	
1. Clerk	1	
3. Mail separation case	----	
1. Clerk	1	
4. Dispatching mail	----	
1. Clerk	1	
5. Utility clerk	1	
8. Third tour (time of shift, 11.30 a. m.–8 p. m.)	----	
1. Carriers' separation case	----	
1. Clerks	3	
2. City separation case	----	
1. Clerks	2	
3. Mail separation case	----	
1. Clerks	5	
4. Utility clerks	3	
9. Fourth tour (time of shift, 2 p. m.–10.30 p. m.)	----	
1. Carriers' Separation case	----	
1. Clerks	2	
2. City separation case	----	
1. Clerk	1	
3. Mail separation case	----	
1. Clerks	2	
4. Dispatching mail	----	
1. Clerk	1	
5. Utility clerks	4	
10. Laborers	2	
3. Mail carriers' department	----	
1. Delivery	----	
1. Carriers	33	
2. Collection	----	
1. Carriers	8	

[1] See footnote, p. 16.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
24. *Station W.*		
1. Administrative group[1]		
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m)	1	
2. Assistant superintendent (time of shift, 5.30 a. m.–2 p. m.)	1	
3. Assistant superintendent (time of shift, 2 p. m.–10.30 p. m.)	1	
4. Clerk in charge (time of shift, 11.30 p. m.–7.30 a. m.)	1	
2. Station force		
1. Directory		
1. Clerk	1	
2. Money order department		
1. Clerks	2	
3. Registry		
1. Clerks	2	
4. Stamp department		
1. Clerks	2	
5. Inquiry clerk	1	
6. Record clerks	2	
7. First tour (time of shift, 11.30 p. m.–7.30 a. m.)		
1. Clerk	1	
8. Second tour (time of shift, 5.30 a. m.–2.30 p. m.)		
1. Carriers' separation case		
1. Clerks	2	
2. City separation case		
1. Clerks	2	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
5. Utility clerk		
1. Clerks	2	
9. Third tour (time of shift 8.15 a. m.–5 p. m.)		
1. Carriers' separation case		
1. Clerk	1	
2. Utility clerk	1	
10. Fourth tour (time of shift, 2.30 p. m.–11.30 p. m.)		
1. Carriers' separation case		
1. Clerks	2	
2. City separation case		
1. Clerks	2	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
5. Utility clerk		
1. Clerk	1	
11. Laborers	2	
3. Mail carriers' department		
1. Delivery		
1. Carriers	48	
2. Collection		
1. Carriers	8	

[1] See footnote, p. 16.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
25. *Station X.*		
1. Administrative group		
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 5.45 a. m.–2.15 p. m.)	1	
3. Assistant superintendent (time of shift, 2.15 p. m.–10.45 p. m.)	1	
2. Station force		
1. Directory		
1. Clerk	1	
2. Money order department		
1. Clerk	1	
3. Registry		
1. Clerks	2	
4. Stamp department		
1. Clerks	2	
5. First tour (time of shift, 11 p. m.–7 a. m.)		
1. Clerk [1]	1	
6. Second tour		
1. Carriers' separation case		
1. Clerks	2	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
7. Third tour (time of shift, 11 a. m.–8 p. m.)		
1. Utility clerks	2	
8. Fourth tour (time of shift, 2.30 p. m.–11.30 p. m.)		
1. Carriers' separation case		
1. Clerks	2	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
9. Laborer	1	
3. Mail carriers' department		
1. Delivery		
1. Carriers	30	
2. Collection		
1. Carriers	6	

[1] This clerk is in charge of the office until the assistant superintendent reports at 5.45 a. m.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
26. *Station Y.*		
1. Administrative group [1]	....	
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 5.30 a. m.–2 p. m.)	1	
3. Assistant superintendent (time of shift, 2 p. m.–10.30 p. m.)	1	
4. Clerk in charge (time of shift, 11 p. m.–7 a. m.)	1	
2. Station force	....	
1. Money-order department	....	
1. Clerks	2	
2. Registry	....	
1. Clerks	3	
3. Stamp department	....	
1. Clerks	2	
4. Inquiry clerks	2	
5. Record clerk	1	
6. First tour (time of shift, 11 p. m.–7 a. m.)	....	
1. Clerks	2	
7. Second tour (time of shift, 5.45 a. m.–2 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	3	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerk	1	
4. Dispatching mail	....	
1. Clerk	1	
5. Utility clerks	3	
6. Directory clerk	1	
8. Third tour (time of shift, 2 a. m.–11 a. m.)	....	
1. Carriers' separation case	....	
1. Clerks	3	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerk	1	
4. Dispatching mail	....	
1. Clerk	1	
5. Utility clerks	3	
6. Directory	....	
1. Clerk	1	
9. Laborers	2	
3. Mail carriers' department	....	
1. Delivery	....	
1. Carriers	75	
2. Collection	....	
1. Carriers	12	

[1] See footnote, p. 16.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
27. *City Island Station.*		
1. Administrative group		
1. Superintendent	1	
2. Clerk in charge	1	
2. Carriers' department		
1. Carriers (collect and deliver at the same time)	3	

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
28. *College Station.*		
1. Administrative group [1]	....	
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 5.30 a. m.–2 p. m.)	1	
3. Assistant superintendent (time of shift, 12 p. m.–10.30 p. m.)	1	
4. Clerk in charge (time of shift, 11.15 p. m.–7.15 a. m.)	1	
2. Station force	....	
1. Money-order department	....	
1. Clerks	2	
2. Registry	....	
1. Clerks	2	
3. Stamp department	....	
1. Clerks	2	
4. Inquiry clerk	1	
5. Record clerk	1	
6. First tour (time of shift, 5.45 a. m.–3 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	2	
2. Carriers' and city case	....	
1. Clerk	1	
3. Carriers' and mail case and dispatcher	....	
1. Clerks	2	
7. Second tour (time of shift, 3 p. m.–12 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	2	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerk	1	
4. Dispatcher	....	
1. Clerk	1	
8. Third tour (time of shift, 11 p. m.–7 a. m.)	....	
1. Carriers' separation case	....	
1. Clerks	2	
9. Laborers	2	
3. Mail carriers' department	....	
1. Delivery	....	
1. Carriers	48	
2. Collection	....	
1. Carriers	6	

[1] See footnote, p. 16.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
29. *Fordham Station.*		
1. Administrative group		
1. Superintendent (time of shift, 8.30 a. m.–8 p. m.; 8.30 a. m.–4 p. m., alternating)	1	
2. Assistant superintendent (time of shift, 6 a. m.–1 p. m.; 6 a. m.–8 p. m., alternating)	1	
2. Station force		
1. First tour		
1. Utility clerks	3	
2. Second tour		
1. Utility clerks	2	
3. Third tour		
1. Utility clerk	1	
4. Laborer	1	
3. Mail carriers' department		
1. Delivery		
1. Carriers	12	
2. Collection		
1. Carriers	2	

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
30. *Foreign Station.*		
1. Administrative group	....	
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 8.30 a. m.–5 p. m.)	1	
3. Assistant superintendent (time of shift, 12.30 a. m.–9 a. m.)	1	
4. Assistant superintendent (time of shift, 7 a. m.–3.30 p. m.)	1	
5. Assistant superintendent (time of shift, 10 a. m.–4.30 p. m.)	1	
6. Clerk in charge (time of shift, 5 p. m.–2 a. m.)	1	
2. Station force	....	
1. General	....	
1. Clerks [1]	2	
2. Record	....	
1. Clerks	10	
3. First tour (time of shift, 12 p. m.–9 a. m.)	....	
1. Clerks in charge	3	
2. Carriers' and city case	....	
1. Clerk	1	
3. Mail-separation case	....	
1. Clerks	42	
4. Foreign registered-mail case	....	
1. Clerks	27	
5. Parcel post	....	
1. Clerk	1	
6. Dispatchers	3	
4. Second tour (time of shift, 7 a. m.–4 p. m.)	....	
1. Clerks in charge	6	
2. Carriers' and city case	....	
1. Clerks	3	
3. Mail-separation case	....	
1. Clerks	63	
4. Foreign registered-mail case	....	
1. Clerks	27	
5. Parcel post	....	
1. Clerks	8	
6. Dispatchers	3	
7. Time clerk	1	
8. Registry	....	
1. Searchers	6	
9. Examining bureau	....	
1. Clerks	2	
10. Supplementary mail	....	
1. Clerk	1	
5. Third tour (time of shift, 5 p. m.–2 a. m.)	....	
1. Clerks in charge	2	
2. Carriers' and city case	....	
1. Clerk	1	
3. Mail-separation case	....	
1. Clerks	41	
4. Foreign registered-mail case	....	
1. Clerks	19	
5. Dispatchers	2	
6. Laborers	13	
3. Mail carriers' department	....	
1. Carriers (delivery)	9	

[1] Perform the duties of the money-order, registry, stamp, and inquiry clerks.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
31. *Fox Street Station.*		
1. Administrative group [1]	....	
1. Superintendent (time of shift, 8.30 a. m.–8 p. m.; 8.30 a. m.–4 p. m., alternating)	1	
2. Assistant superintendent (time of shift, 6 a. m.–1 p. m.; 6 a. m.–8 p. m., alternating)	1	
3. Clerk in charge (time of shift, 2 p. m.–11.25 p. m.)	1	
2. Station force	....	
1. General	....	
1. Clerks [2]	4	
2. First tour (time of shift, 5.45 a. m.–1.15 p. m.)	....	
1. Carriers', city, and mail-separation cases	....	
1. Clerks	4	
3. Second tour (time of shift, 9 a. m.–6.15 p. m.)	....	
1. Carriers' separation case	....	
1. Clerk	1	
4. Third tour (time of shift, 2 p. m.–11.30 p. m.)	....	
1. Carriers', city, and mail-separation cases	....	
1. Clerks	3	
5. Fourth tour	....	
1. Carriers', city, and mail-separation cases	....	
1. Clerk	1	
6. Laborer	1	
3. Mail carriers' department	....	
1. Delivery	....	
1. Carriers	31	
2. Collection	....	
1. Carriers	6	

[1] The assistant superintendents are in charge of the working force during the hours they are on duty. The clerk in charge exercises supervision during the absence of the superintendent and assistant superintendent.

[2] Divided into two shifts; 2 clerks (1 each shift) perform the work of the three windows.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
32. *Grand Central Station.*		
1. Administrative group		
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 12 p. m.–8 a. m.)	1	
3. Assistant superintendent (time of shift, 6 a. m.–3 p. m.)	1	
4. Assistant superintendent (time of shift, 3 p. m.–12 p. m.)	1	
2. Station force		
1. Directory		
1. Clerks	2	
2. Money-order department		
1. Clerks	2	
3. Registry		
1. Clerks	8	
4. Stamp department		
1. Clerks	2	
5. Inquiry		
1. Clerks	2	
6. Record		
1. Clerks	2	
7. Time clerks	2	
8. First tour (time of shift, 4.30 a. m.–1.30 p. m.)		
1. Carriers' separation case		
1. Clerks	6	
2. City separation case		
1. Clerks	13	
3. Utility clerks	2	
9. Second tour (time of shift, 5.30 a. m.–2 p. m.)		
1. Carriers' separation case		
1. Clerks	7	
2. City separation case		
1. Clerks	10	
3. Dispatching mail		
1. Clerks	2	
4. Utility clerks	2	
10. Third tour (time of shift, 2 p. m.–11 p. m.)		
1. Carriers' separation case		
1. Clerks	8	
2. City separation case		
1. Clerks	18	
3. Dispatching mail		
1. Clerks	2	
4. Utility clerks	5	
11. Fourth tour (time of shift, 5 p. m.–2.15 p. m.)		
1. Carriers' separation case		
1. Clerks	7	
2. City separation case		
1. Clerks	13	
3. Utility clerks		
1. Clerks	2	

	No.	Reference page.
New York post office—Continued.		
5. Third division (superintendent of delivery)—Continued.		
32. *Grand Central Station*—Continued.		
2. Station force—Continued.		
12. Fifth tour (time of shift, 11 p. m.–8 a. m.)	....	
1. Carriers' separation case	....	
1. Clerks	3	
2. City separation case	....	
1. Clerks	4	
3. Dispatching mail	....	
1. Clerks	1	
4. Utility clerk	1	
13. Laborers [1]	16	
3. Mail carriers' department	....	
1. Delivery	....	
1. Carriers	81	
2. Collection	....	
1. Carriers	26	

[1] These laborers are distributed in 8 shifts.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
33. *Hamilton George Station.*		
1. Administrative group [1]		
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)		
2. Assistant superintendent (time of shift, 5.30 a. m.–2 p. m.)		
3. Assistant superintendent (time of shift, 2 p. m.–10.30 p. m.)		
4. Clerk in charge (time of shift, 11 p. m.–7 a. m.)		
2. Station force		
1. Directory		
1. Clerk	1	
2. Money-order department		
1. Clerks	2	
3. Registry		
1. Clerks	2	
4. Stamp department		
1. Clerks	2	
5. Inquiry		
1. Clerk	1	
6. Record		
1. Clerk	1	
7. First tour (time of shift, 5.30 a. m.–2.15 p. m.)		
1. Carriers' separation case		
1. Clerk	1	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatcher	1	
8. Second tour (time of shift, 2.15 p. m.–11 p. m.)		
1. Carriers' separation case		
1. Clerk	1	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatcher	1	
9. Third tour (time of shift, 11 p. m.–7 a. m.)		
1. Carriers' separation case		
1. Clerk	1	
10. Laborers	2	
3. Mail carriers' department		
1. Delivery		
1. Carriers	33	
2. Collection		
1. Carriers	8	

[1] See footnote, p. 16.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
34. *High Bridge Station.*		
1. Office proper of superintendent		
1. Superintendent	1	
2. First tour (time of shift, 6 a. m.–3 p. m.)		
1. Utility clerk	1	
3. Second tour (time of shift, 12 m.–8.30 p. m.)		
1. Utility clerk	1	
4. Laborer	1	
5. Mail carriers (deliver and collect at the same time)	5	

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
35. *Hudson Terminal Station.*		
1. Administrative group [1]	....	
1. Assistant superintendent, in charge (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 6 a. m.–3 p. m.)	1	
3. Assistant superintendent (time of shift, 3 p. m.–12 p. m.)	1	
4. Clerk in charge (time of shift, 12 p. m.–8 p. m.)	1	
2. Station force	....	
1. Money order department	....	
1. Clerks	2	
2. Registry	....	
1. Clerks	5	
3. Stamp department	....	
1. Clerks	3	
4. Inquiry clerks	2	
5. First tour (time of shift, 12 p. m.–8 a. m.) [1]	....	
1. Carriers' and city cases and dispatch	....	
1. Clerks	2	
6. Second tour (time of shift, 8 a. m.–5 p. m.)	....	
1. City separation case and dispatch	....	
1. Clerks	3	
2. Utility clerk	1	
7. Third tour (time of shift, 10.30 a. m.–7.30 p. m.)	....	
1. Carriers' separation case	....	
1. Clerk	1	
2. City separation case	....	
1. Clerks	10	
3. Dispatching mail	....	
1. Clerk	1	
4. Utility clerk	1	
5. Time clerk	1	
8. Fourth tour (time of shift, 3.45 p. m.–12.45 a. m.)	....	
1. Carriers' separation case	....	
1. Clerk	1	
2. City separation case	....	
1. Clerks	15	
3. Dispatcher	1	
3. Mail carriers' department	....	
1. Delivery	....	
1. Clerks	8	
2. Collection	....	
1. Clerks	30	

[1] See footnote, p. 16.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
36. *Jay Street Station.*		
1. Administrative group	....	
1. Superintendent (same as department of supplies, p. 5)	....	
2. Assistant superintendent (same as department of supplies, p. 5)	....	
3. Clerk in charge	1	
2. Station force	....	
1. Money order department	....	
1. Clerk	1	
2. Registry	....	
1. Clerk	1	
3. Stamp department	....	
1. Clerks	2	
4. Dispatching mail	....	
1. Clerk	1	
5. Utility clerk	1	

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
37. *Kingsbridge Station.*		
1. Office of superintendent		
1. Superintendent	1	
2. First tour (time of shift, 6 a. m.–2 p. m.; 6 a. m.–3 p. m.)		
1. Utility clerks	2	
3. Second tour (time of shift, 1 p. m.–8.15 p. m.)		
1. Utility clerk	1	
4. Mail carriers' department		
1. Carriers (deliver and collect at same time)	12	
5. Laborers	1	

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
38. *Madison Square Station.*		
1. Administrative group.		
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)..	1	
2. Assistant superintendent (time of shift, 12 p. m.–8 a. m.).....	1	
3. Assistant superintendent (time of shift, 6 a. m.– 3 p. m.).....	1	
4. Assistant superintendent (time of shift, 3 p. m.–12 p. m.).....	1	
2. Station force.....	....	
1. Directory.....	....	
1. Clerks.....	3	
2. Money-order department.....	....	
1. Clerks.....	3	
3. Registry.....	....	
1. Clerks.....	7	
4. Stamp department.....	....	
1. Clerks.....	5	
5. Inquiry.....	....	
1. Clerks.....	2	
6. Record clerks.....	3	
7. First tour (time of shift, 12 p. m.–8 a. m.).....	....	
1. Carriers' separation case.....	....	
1. Clerks.....	6	
2. City separation case.....	....	
1. Clerks.....	1	
3. Dispatching.....	....	
1. Clerks.....	1	
8. Second tour (time of shift, 6 a. m.–2.30 p. m.).....	....	
1. Carriers' separation case.....	....	
1. Clerks.....	7	
2. City separation case.....	....	
1. Clerks.....	3	
3. Mail case.....	....	
1. Clerks.....	8	
4. Dispatching.....	....	
1. Clerk.....	1	
5. Utility clerks.....	6	
9. Third tour (time of shift, 11.30 a. m.–8.30 p. m.).....	....	
1. Carriers' separation case.....	....	
2. City separation case.....	....	
1. Clerks.....	2	
3. Utility clerks.....	4	
10. Fourth tour (time of shift, 4 p. m.–12.30 a. m.).....	....	
1. Carriers' separation case.....	....	
1. Clerks.....	7	
2. City separation case.....	....	
1. Clerks.....	7	
3. Mail case.....	....	
1. Clerks.....	9	
4. Dispatching.....	....	
1. Clerks.....	2	
5. Utility clerks.....	....	
1. Clerks.....	17	
11. Laborers.....	6	
3. Mail carriers' department.....	....	
1. Delivery.....	....	
1. Carriers.....	64	
2. Collection.....	....	
1. Carriers.....	11	
3. General.....	....	
1. Carriers (delivery and collection).....	3	

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
39. *Morris Heights Station.*		
1. Superintendent	1	
2. Utility clerks	1	
3. Mail carriers (collect and deliver at same time)	6	

	No.	Reference page.
New York office.		
5. Third division (superintendent of delivery).		
40. *Pelham Station.*		
1. Superintendent	1	
2. Utility clerk	1	
3. Mail carriers (delivery and collection)	2	

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
41. *Pelham Manor Station.*		
1. Superintendent	1	
2. Utility clerk[1]	1	
3. Mail carriers (collections and delivery)	2	

[1] Utility clerk is in charge of the office in the absence of the superintendent.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
42. *Times Square.*		
1. Administrative group	....	
1. Superintendent (time of shift, 8.30 a. m.–5 p. m.)	1	
2. Assistant superintendent (time of shift, 12 p. m.–8 a. m.	1	
3. Assistant superintendent (time of shift, 6 a. m–3 p. m.)	1	
4. Assistant superintendent (time of shift, 3 p. m.–12 p. m.)	1	
2. Station force	....	
1. Directory	....	
1. Clerks	2	
2. Money-order department	....	
1. Clerks	2	
3. Registry	....	
1. Clerks	3	
4. Stamp department	....	
1. Clerks	2	
5. Inquiry	....	
1. Clerks	3	
6. Record clerks	3	
7. First tour (time of shift, 12 p. m–8.30 a. m.)	....	
1. Carriers' separation case	....	
1. Clerks	3	
2. Utility clerk	1	
8. Second tour (time of shift, 5.30 a. m.–2.15 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	7	
2. City separation case	....	
1. Clerks	2	
3. Mail separation case	....	
1. Clerks	2	
4. Dispatching mail	....	
1. Clerks	2	
5. Utility clerks	2	
9. Third tour (time of shift, 2 p. m.–11 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	6	
2. City separation case	....	
1. Clerks	3	
3. Mail separation case	....	
1. Clerks	3	
4. Dispatching mail	....	
1. Clerks	2	
5. Utility clerks	2	
10. Fourth tour (time of shift, 4 p. m.–1 a. m.)	....	
1. Carriers' separation case	....	
1. Clerks	5	
2. City separation case	....	
1. Clerks	4	
3. Mail separation case	....	
1. Clerks	4	
4. Dispatching mail	....	
1. Clerks	1	
5. Utility clerks	....	
1. Clerk	1	
11. Laborers	5	
3. Mail carriers' department	....	
1. Delivery	....	
1. Carriers	86	
2. Collection	....	
1. Carriers	18	

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
43. *Tompkins Square Station.*		
1. Administrative group[1]		
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 5.45 a. m.–2.15 p. m.)	1	
3. Assistant superintendent (time of shift, 2.15 p. m.–10.45 p. m.)	1	
4. Clerk in charge (time of shift, 11 p. m.–7 a. m.)	1	
2. Station force		
1. Money-order department		
1. Clerks	2	
2. Registry		
1. Clerks	3	
3. Stamp department		
1. Clerks	2	
4. Inquiry		
1. Clerk	1	
5. Utility clerk	1	
6. Directory		
1. Clerk	1	
7. First tour (time of shift, 6 a. m.–2.30 p. m.)		
1. Carriers' separation case		
1. Clerks	2	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
8. Second tour (time of shift, 2.30 a. m.–11 p. m.)		
1. Carriers' separation case		
1. Clerks	2	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
9. Third tour (time of shift, 5 p. m.–2 a. m.)		
1. Mail separation case		
1. Clerk	1	
10. Laborers	2	
3. Mail-carriers' department		
1. Delivery		
1. Carriers	27	
2. Collection		
1. Carriers	4	

[1] See footnote, page 16.

	No.	Hours on
[illegible]		
[illegible]		
[illegible]		

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
43. *Tompkins Square Station.*		
1. Administrative group [1]		
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 5.45 a. m.–2.15 p. m.)	1	
3. Assistant superintendent (time of shift, 2.15 p. m.–10.45 p. m.)	1	
4. Clerk in charge (time of shift, 11 p. m.–7 a. m.)	1	
2. Station force		
1. Money-order department		
1. Clerks	2	
2. Registry		
1. Clerks	3	
3. Stamp department		
1. Clerks	2	
4. Inquiry		
1. Clerk	1	
5. Utility clerk	1	
6. Directory		
1. Clerk	1	
7. First tour (time of shift, 6 a. m.–2.30 p. m.)		
1. Carriers' separation case		
1. Clerks	2	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
8. Second tour (time of shift, 2.30 a. m.–11 p. m.)		
1. Carriers' separation case		
1. Clerks	2	
2. City separation case		
1. Clerk	1	
3. Mail separation case		
1. Clerk	1	
4. Dispatching mail		
1. Clerk	1	
9. Third tour (time of shift, 5 p. m.–2 a. m.)		
1. Mail separation case		
1. Clerk	1	
10. Laborers	2	
3. Mail-carriers' department		
1. Delivery		
1. Carriers	27	
2. Collection		
1. Carriers	4	

[1] See footnote, page 16.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
44. *Tremont Station.*		
1. Administrative group [1]	----	
1. Superintendent	1	
2. Assistant superintendent	----	
3. Clerk in charge	1	
2. Station force	----	
1. Money-order department	----	
1. Clerk	1	
2. Registry	----	
1. Clerk	1	
3. Stamp department	----	
1. Clerks	2	
4. Inquiry clerk	1	
5. First tour (time of shift, 6 a. m.–3 p. m.)	----	
1. Carriers' separation case	----	
1. Clerk	1	
2. City separation case	----	
1. Clerk	1	
3. Mail separation case	----	
1. Clerk	1	
4. Dispatching mail	----	
1. Clerk	1	
5. Utility clerk	1	
6. Second tour (time of shift, 3 p. m.–12 p. m.)	----	
1. Carriers' separation case	----	
1. Clerk	1	
2. City separation case	----	
1. Clerk	1	
3. Mail separation case	----	
1. Clerk	1	
4. Dispatching mail	----	
1. Clerk	1	
5. Utility clerk	1	
7. Laborer	1	
3. Mail-carriers' department	----	
1. Delivery	----	
1. Carriers	30	
2. Collection	----	
1. Carriers	7	

[1] The assistant superintendent is in charge of the working force during the hours he is on duty. The clerk in charge is in charge of the working force until the assistant superintendent reports at 6 a. m.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
45. *Wall Street Station.*		
1. Administrative group	....	
1. Superintendent (time of shift, 8.30 a. m.–5.30 p. m.)	1	
2. Assistant superintendent (time of shift, 12 p. m.–8 a. m.)	1	
3. Assistant superintendent (time of shift, 6.30 a. m.–3 p. m.)	1	
4. Assistant superintendent (time of shift, 3 p. m.–12 p. m.)	1	
2. Station force	....	
1. Directory	....	
1. Clerks	2	
2. Money-order department	....	
1. Clerks	2	
3. Registry	....	
1. Clerks	8	
4. Stamp department	....	
1. Clerks	3	
5. Inquiry	....	
1. Clerks	2	
6. Time	....	
1. Clerks	2	
7. First tour (time of shift, 5.30 a. m.–2 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	5	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerks	5	
4. Dispatching mail	....	
1. Clerk	1	
5. Utility clerk	1	
8. Second tour (time of shift, 11.30 a. m.–8.30 p. m.)	....	
1. Carriers' separation case	....	
1. Clerk	1	
2. City separation case	....	
1. Clerks	2	
3. Mail separation case	....	
1. Clerks	3	
4. Dispatching mail	....	
1. Clerk	1	
5. Utility clerks	3	
9. Third tour (time of shift, 2.15 p. m.–11 p. m.)	....	
1. Carriers' separation case	....	
1. Clerks	5	
2. City separation case	....	
1. Clerks	4	
3. Mail separation case	....	
1. Clerks	8	
4. Dispatching mail	....	
1. Clerk	1	
5. Utility clerks	3	

	No.	Reference page.
New York post office—Continued.		
5. Third division (superintendent of delivery)—Continued.		
45. *Wall Street Station*—Continued.		
2. Station force—Continued.		
10. Fourth tour (time of shift, 11 p. m.–8 a. m.)	....	
1. Carriers' separation case	....	
1. Clerks	2	
2. City separation case	....	
1. Clerk	1	
3. Mail separation case	....	
1. Clerk	1	
4. Dispatching mail	....	
1. Clerk	1	
11. Laborers	3	
3. Mail carriers' department	....	
1. Delivery	....	
1. Carriers	82	
2. Collection	....	
1. Carriers	4	

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
46. *Washington Bridge Station.*		
1. Administrative group [1]	....	
1. Superintendent	1	
2. Assistant superintendent	1	
3. Clerk in charge	1	
2. Station force	....	
1. Money-order department	....	
1. Clerks	2	
2. Registry	....	
1. Clerks [2]	2	
3. Inquiry and record clerk	1	
4. First tour (time of shift, 6 a. m.–3 p. m.)	....	
1. City separation case	....	
1. Clerk	1	
2. Mail separation case	....	
1. Clerk	1	
3. Directory	....	
1. Clerk	1	
5. Second tour (time of shift, 3 p. m.–12 p. m.)	....	
1. City separation case	....	
1. Clerk	1	
2. Mail separation case	....	
1. Clerk	1	
6. Laborer	1	
3. Mail carriers' department	....	
1. Delivery	....	
1. Carriers	21	
2. Collection	....	
1. Carriers	4	

[1] The assistant superintendent is in charge of the working force during the hours he is on duty. The clerk in charge is in charge of the working force until the assistant superintendent reports at 6 a. m.
[2] The money-order and registry clerks attend to the stamp window.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
47. *Westchester Station.*		
1. Office proper of the superintendent		
1. Superintendent	1	
2. Money orders, registry and stamps		
1. Clerks[1]	2	
3. First tour (time of shifts, 5.45 a. m.–3.15 p. m.)		
1. Utility clerk	1	
4. Second tour (time of shifts, 6.15 a. m.–4.45 p. m.)		
1. Utility clerk	1	
5. Third tour (time of shifts, 5.45 a. m.–6.15 p. m.)		
1. Utility clerk		
6. Fourth tour (time of shifts, 8.30 a. m.–4.30 p. m.)		
1. Utility clerk	1	
7. Laborer	1	
8. Mail carriers' department		
1. Carriers (deliver and collect at same time)	20	

[1] Two clerks attend the three windows.

	No.	Reference page.
New York post office.		
5. Third division (superintendent of delivery).		
48. *Williams Bridge Station.*		
1. Office proper of the superintendent	----	
1. Superintendent	1	
2. First tour	----	
1. Clerks (utility)	2	
3. Second tour	----	
1. Clerks (utility)	2	
4. Laborer	1	
5. Mail carriers' department	----	
1. Carriers (collect and deliver at the same time)	14	

	No.	Reference page.
New York post office.		
6. *Fourth division (superintendent of registry).*		
1. Office of superintendent	....	
1. Superintendent	1	
2. Chief clerk	1	
3. Clerks	25	
2. First assistant superintendent	1	
3. Workroom (time of shifts, 1 a. m.–10 a. m.)	....	
1. Supervision	....	
1. Second assistant superintendent	1	
2. Force	....	
1. Foreman	1	
2. Clerks	37	
3. Laborers	2	
4. Workroom (time of shifts, 9 a. m.–6 p. m.)	....	
1. Supervision	....	
1. Third assistant superintendent	1	
2. Force	....	
1. Foreman	1	
2. Clerks	109	
3. Laborers	3	
5. Workroom (time of shifts, 5 p. m.–2 a. m.)	....	
1. Supervision	....	
1. Fourth assistant superintendent	1	
2. Force	....	
1. Foreman	1	
2. Clerks	93	
3. Laborers	3	
6. Auxiliary tour (time of shifts, 6 a. m.–3 p. m.)	....	
1. Clerks [1]	15	

[1] Clerks (auxiliary tour) are under supervision of the second and third assistant superintendents at respective times of tour.

	No.	Reference page.
New York post office.		
7. *Fifth division—Money order (superintendent of money order).*		
1. Office proper of the superintendent		
1. Superintendent	1	
2. Clerk	1	
2. Chief clerk [1]	1	
3. Correspondence room		
1. Clerk in charge	1	
2. Clerks	3	
4. Domestic money-order branch		62
5. International exchange money-order branch		63

[1] Assistant to superintendent and assistant superintendent.

	No.	Reference page.
New York post office.		
7. Fifth division—Money order (superintendent of money order).		
4. *Domestic money-order branch.*		
1. First assistant superintendent, in charge	1	
2. Issuing section [1]	----	
1. Clerks, day	4	
2. Clerks, night	2	
3. Paying section	----	
1. Clearing-house book	----	
1. Clerks	3	
2. Canadian and miscellaneous	----	
1. Clerks	2	
3. Bank messenger	----	
1. Clerk	1	
4. Bank payers	64	
5. Window payers	5	
4. Bookkeeping section	----	
1. Bookkeepers	4	
5. Cashiers	3	
6. Special duty clerks [2]	10	
7. Discrepancy section	----	
1. Clerks	2	
8. Telephone operator	1	

[1] Issues international as well as domestic money orders.
[2] This group performs the duties of certificate of deposit, deferred payment, and contract station account clerks.

	No.	Reference page.
New York post office.		
7. Fifth division—Money order (superintendent of money order).		
5. *International exchange money-order branch.*		
1. Second assistant superintendent, in charge	1	
2. Austrian bureau		
1. Head of bureau	1	
2. Clerks	4	
3. Belgian, Egypt, and Portuguese bureau		
1. Head of bureau	1	
2. Clerk	1	
4. British bureau		
1. Head of bureau	1	
2. Clerks	4	
5. Danish bureau		
1. Head of bureau	1	
2. Clerk	1	
6. French bureau		
1. Head of bureau	1	
2. Clerks	3	
7. German bureau		
1. Head of bureau	1	
2. Clerks	5	
8. Greek bureau		
1. Head of bureau	1	
2. Clerk	1	
9. Hungarian bureau		
1. Head of bureau	1	
10. Italian bureau		
1. Head of bureau	1	
2. Clerks	4	
11. Netherlands bureau		
1. Head of bureau	1	
12. Norwegian bureau		
1. Head of bureau	1	
2. Clerks	2	
13. Russian bureau		
1. Head of bureau	1	
2. Clerks	2	
14. South American bureau		
1. Head of bureau	1	
2. Clerk	1	
15. Swedish bureau		
1. Head of bureau	1	
2. Clerks	4	
16. Swiss bureau		
1. Head of bureau	1	
2. Clerks	3	
17. Union of South African bureau		
1. Head of bureau	1	
18. General		
1. Clerks	21	
19. International exchange (filing, copying, searching, and dispatching section)		
1. Clerk in charge	1	
2. Clerks	9	
20. Discrepancy bureau		
1. Clerks	7	
21. Domestic filing and searching section [1]		
1. Clerk in charge	1	
2. Clerks	10	

[1] Though concerned with domestic money-order business, this section is under the assistant superintendent in charge of international exchange business, the section being on the same floor.

THE DEPARTMENT OF THE NAVY

	Reference page.
Department of the Navy.	
1. General administration	2
2. The fleet	36
3. Naval stations	45
4. Ships under construction by contract	69

	Reference page.
Department of the Navy.	
1. *General administration.*	
1. Office proper of the Secretary	3
2. Chief clerk	4
3. Assistant Secretary of the Navy	5
4. General Board	16
5. Division of Operations of the Fleet (group)	17
6. Division of Personnel (group)	18
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8. Division of Inspection (group)	35

	Reference page.
Department of the Navy.	
1. General administration.	
1. *Office proper of the Secretary.*	
1. Private secretary, confidential clerk	
2. Aids	
1. For operations	
2. For personnel	
3. For material	
4. For inspection	
5. Personal	

	Reference page
Department of the Navy.	
1. General administration.	
2. *Chief clerk.*	
1. Files and records	
2. Disbursing clerk	
3. Correspondence Division	
4. Appointment Division	
5. Printing clerk	
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8. Telegraph operators	
9. Telephone switchboard operators	
10. Navy Department mail room	
11. Carpenters and laborers and messengers	

	Reference page.
Department of the Navy.	
1. General administration.	
3. *Assistant Secretary of the Navy.*	
1. Office of library and naval war records	
2. Office of the solicitor	
3. Marine Corps	6

	Reference page.
Department of the Navy.	
1. General administration.	
3. Assistant Secretary of the Navy.	
3. *Marine Corps.*	
1. Office proper of Major General Commandant	7
2. Chief clerk	8
3. Adjutants and inspector's department	9
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7. United States Marine Corps band	
8. United States Marine Corps officers' schools	13
9. Recruiting districts	14
10. Commands not attached to naval organizations	15
11. Marine detachments serving with fleet [1]	
12. Marine commands attached to navy yards, etc.[1]	
13. First Brigade of Marines, Philippine Islands [1]	

[1] These units are affiliated with the Marine Corps; hence shown here. While serving with fleet, navy yards, etc., they are under other jurisdiction.

	Reference page.
Department of the Navy.	
1. General administration.	
3. Assistant Secretary of the Navy.	
3. Marine Corps.	
1. *Office proper of the Major General Commandant.*	
1. Aids.....	

	Reference page.
Department of the Navy.	
1. General administration.	
3. Assistant Secretary of the Navy.	
3. Marine Corps.	
2. *Chief clerk.*	
1. Mail room	
2. File room	
3. Clerks	
4. Messengers	
5. Office supplies	
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	Reference page.
Department of the Navy.	
1. General administration.	
3. Assistant Secretary of the Navy.	
3. Marine Corps.	
3. *Adjutants and inspectors department.*	
1. Assistant adjutant and inspector at San Francisco.....	
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2. Rocket house	
3. Storehouse	
9. Proving ground	
1. Proof officer	
1. Assistant proof officer	
2. Assistants	
3. Firing battery, firing butts, battery magazines, battery shell house, battery and magazine attendants	
2. Physical laboratory	

	Reference page.
Department of the Navy.	
1. General administration.	
7. Division of Material (group).	
3. *Bureau of Construction and Repair.*	
1. Office proper of chief constructor, chief of bureau	
2. Chief clerk (acting chief of bureau)	
1. A. Files, miscellaneous correspondence	
2. E. Files, ships' correspondence	
3. I. Files, inspection correspondence	
4. Finance	
5. Stenographers and typewriters assigned to officers attached to bureau	
6. Stenographers, typewriters, and clerks assigned to technical force	
7. Typewriting force not stenographic	
8. Messenger force	
9. Storeroom supplies	
3. Business matters for vessels building division	
4. Cost analysis division	
5. Correspondence division	
6. Equipment outfit division	
7. Experimental and consulting division	
8. Ship repair and reconstruction division	
9. Technical matters under cognizance of bureau before Court of Claims	
10. Technical information division	
11. Civilian personnel division	
12. Material division	
13. Navy yard plant division	
14. Ship design and construction division	
1. Electrical division	
2. Chief draftsman	
1. Main drafting room	
2. Plan file section	
3. Blue print room	
4. Draftsman in charge of scientific computing and design branches	
1. Scientific and computing branch	
2. Design branch	
1. Specification desk	
15. Inspection duty outside of Washington	
1. Schenectady, N. Y	
2. Western district, Pa	
3. Eastern district, Pa	

	Reference page.
Department of the Navy.	
1. General administration.	
7. Division of Material (group).	
4. *Bureau of Steam Engineering.*	
1. Office proper of chief of bureau	
2. Assistant and acting chief in absence of chief	
8. Chief clerk	
1. Stenographers and typewriters	
2. Clerks	
3. Copyists	
4. Financial clerk and bureau supplies	
5. File clerks	
6. Mail clerks	
7. Messenger and laborer force	
4. Division of design and new ships	
1. Inspector of boilers, Bayonne, N. J	
2. Inspector of boilers, Ossining, N. Y	
3. Design of machinery for new ships	
4. Changes and alterations in machinery	
5. Construction of machinery building at private yards under the bureau inspection	
6. Machinery for submarine and gasoline boats	
7. Drafting and specifications	
8. Criticism of design	
9. Blue printing	
5. Division of ships repairs	
6. Division of steam logs and records	
7. Division of requisitions and engineering supplies	
8. Division of engineering information	
9. Division of electrical appliances	
1. General electrical installation on ships and submarine signals	
2. Wireless telegraph	
3. Electrical draftsman and specifications	
4. Criticism of design	
10. Division of inspectors of engineering material	
11. Inspectors of engineering material outside of Washington	
1. Philadelphia district	
2. Harrisburg district	
3. Bethlehem district	
4. Chester district	
5. Hartford district	
6. Brooklyn district	
7. Munhall district	
8. Schenectady district	
9. Boston district	
12. Coaling plants outside of Washington	
1. Frenchmans Bay, Me	
2. Pichalinqui, Mexico	
3. San Diego, Cal	
4. Sitka, Alaska	
5. Yokohama, Japan	
6. Midway Islands	
7. New London, Conn	
8. Port Royal, S. C	

	Reference page.
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1. General administration.	
7. Division of Material (group).	
5. *Bureau of Supplies and Accounts.*	
1. Office proper of Paymaster General	
2. Assistant to bureau	
3. Allotment office	
4. Purchasing pay office, Baltimore, Md	
5. Disbursing office	
6. Civilian assistant, chief clerk	
1. Vouchers	
2. Audit	
3. Files	
4. Clerical and messenger force	
5. Mail	
7. Section of accounts	
1. Bookkeeping	
2. Liability	
3. Statistical	
4. Provisions and clothing	
8. Section of supplies	
1. Requisitions and shipment	
2. Contracts	
3. Coal contracts	

	Reference page.
Department of the Navy.	
1. General administration.	
8. *Division of Inspection (group).*	
1. Board of inspection and survey for ships	
1. Chief clerk	
1. Clerical force and records [1]	
2. Messenger	
3. Laborer	
2. Draftsman	
2. Board of inspection for shore stations	
1. Chief clerk	
1. Clerical force and records (same as above—1-1-8-1-1-1)	
2. Messenger (same as above—1-1-8-1-1-2)	
3. Laborer (same as above—1-1-8-1-1-3)	
2. Draftsman (same as above—1-1-8-1-2)	
3. Special inspecting officers	

[1] The clerical force and records, messenger, laborer, and draftsman under board of inspection and survey for ships perform services usually devolving upon such clerks for the board of inspection for shore stations.

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2. Atlantic Torpedo Fleet (17 torpedo boat destroyers, 2 torpedo boats, 1 tender, 10 submarines, 2 tenders)	38
3. Pacific Fleet (5 armored cruisers, 1 auxiliary)	39
4. Pacific Torpedo Fleet (9 torpedo boat destroyers, 3 torpedo boats, 1 tender, 2 submarines, 1 tender)	40
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1. Asiatic Torpedo Fleet (5 torpedo boat destroyers, 4 submarines, 1 tender)	
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9. *Organization of a battleship.*	
1. Captain	
1. Executive officer	
1. First lieutenant, also construction officer	
2. Navigator	
3. Ordnance officer	
1. Electrical appliances outside of dynamo room	
4. Senior engineer officer	
1. Boilers, engines, and steam auxiliaries	
2. Engineer division	
3. Dynamo and electrical appliances in dynamo room	
5. Gun division	
1. First division	
1. Guns and personnel assigned	
2. Second division	
1. Guns and personnel assigned	
3. Third division	
1. Guns and personnel assigned	
4. Fourth division	
1. Guns and personnel assigned	
6. Powder division	
7. Torpedo division	
8. Medical officer	
1. Sick bay and dispensary	
2. Hospital corps	
9. Pay officer	
1. Paymaster's division	
2. General storekeeper	
3. Commissary	
4. Ships' stores	
10. Marine detachment	

	Reference page.
Department of the Navy.	
2. The Fleet.	
1. *Atlantic Fleet* (19 battleships, 3 armored cruisers, 2 scouts, 8 auxiliaries).	
1. Fleet officers (commander in chief)	
1. Chief of staff	
2. Aid—Fleet engineer officer	
3. Aid—Fleet ordnance officer	
4. Aid—Flag secretary	
5. Aid—Flag lieutenant	
6. Aid	
7. Aid	
8. Fleet surgeon	
9. Fleet paymaster	
10. Fleet marine officer	
2. Fleet division	
1. First division (battleships)	
1. Division officers (same as fleet officers)	
2. Vessels	
1. Connecticut (flag)	
2. North Dakota	
3. Delaware	
4. Michigan	
2. Second division (battleships)	
1. Division officers (division commander)	
1. Aid—Flag lieutenant	
2. Aid	
3. Division engineer	
4. Division ordnance officer	
5. Division surgeon	
6. Division paymaster	
7. Division marine officer	
2. Vessels	
1. Louisiana (flag)	
2. South Carolina	
3. New Hampshire	
4. Kansas	
5. Vermont	
3. Third division (battleships)	
1. Division officers (division commander)	
1. Aid—Flag lieutenant	
2. Aid	
3. Division engineer	
4. Division ordnance officer	
5. Division surgeon	
6. Division paymaster	
7. Division marine officer	
2. Vessels	
1. Minnesota (flag)	
2. Idaho	
3. Mississippi	
4. Maine	
5. Missouri	

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1. Department of the Navy—Continued.	
2. The Fleet—Continued.	
1. *Atlantic Fleet, etc.*—Continued.	
2. Fleet division—Continued.	
4. Fourth division (battleships)	
1. Division officers (division commander)	
1. Aid—Flag lieutenant	
2. Aid	
3. Division engineer	
4. Division ordnance officer	
5. Division surgeon	
6. Division paymaster	
7. Division marine officer	
2. Vessels	
1. Virginia (flag)	
2. Georgia	
3. Nebraska	
4. Ohio	
5. Rhode Island	
5. Fifth division	
1. Division officers (division commander)	
1. Aid—Flag lieutenant	
2. Aid	
3. Division engineer	
4. Division ordnance officer	
5. Division surgeon	
6. Division paymaster	
7. Division marine officer	
2. Vessels	
1. Washington (flag)	
2. Montana	
3. North Carolina	
4. Chester	
5. Salem	
6. Auxiliaries	
1. Celtic (supply ship)	
2. Culgoa (supply ship)	
3. Lebanon (range ship)	
4. Panther (repair ship)	
5. Patapsco (tender)	
6. Patuxent (tender)	
7. Solace (hospital)	
8. Yankton (tender)	

	Reference page.
Department of the Navy.	
2. The Fleet.	
2. *Atlantic Torpedo Fleet* (17 torpedo-boat destroyers, 2 torpedo boats, 1 tender, 10 submarines, 2 tenders).	
1. Fleet officers (fleet commander)	
1. Aid	
2. Passed assistant paymaster	
2. Fleet division	
1. Seventh torpedo division (destroyers)	
1. Division commander	
2. Vessels	
1. Reid	
2. Flusser	
3. Lamson	
4. Preston	
5. Smith	
2. Eighth torpedo division (destroyers)	
1. Division commander	
2. Vessels	
1. Paulding	
2. Drayton	
3. McCall	
4. Roe	
5. Terry	
3. Ninth division (destroyers)	
1. Perkins	
2. Burrows	
3. Sterett	
4. Trippe	
5. Warrington	
4. Special service	
1. Stringham (torpedo boat)	
2. Bailey (torpedo boat)	
3. Ammen (destroyer)	
4. Monaghan (destroyer)	
5. Tender (Dixie)	
6. First submarine division	
1. Division commander	
2. Vessels	
1. Cuttlefish	
2. Tarantula	
3. Viper	
7. Third submarine division	
1. Division commander	
2. Vessels	
1. Grayling	
2. Bonita	
3. Narwhal	
4. Salmon	
5. Snapper	
6. Stingray	
7. Tarpon	
8. Tenders	
1. Castine	
2. Severn	

	Reference page.
Department of the Navy.	
2. The Fleet.	
3. *Pacific Fleet* (5 armored cruisers, 1 auxiliary).	
1. Fleet officers (commander in chief)	
1. Chief of staff	
2. Aid—Fleet ordnance officer	
4. Aid—Fleet engineer	
4. Aid—Flag lieutenant	
5. Aid—Flag secretary	
6. Fleet surgeon	
7. Fleet paymaster	
8. Fleet marine officer	
2. Fleet division	
1. First division (armored cruisers)	
1. Division officers (same as fleet officers)	
2. Vessels	
1. California (flag)	
2. Maryland	
3 South Dakota	
2. Second division (armored cruisers)	
1. Division officers (division commander)	
1. Aid—Flag lieutenenant	
2. Aid	
3. Division engineer	
4. Division ordnance officer	
5. Division surgeon	
6. Division paymaster	
7. Division marine officer	
2. Vessels	
1. West Virginia (flag)	
2. Colorado	
3. Glacier	

	Reference page.
Department of the Navy.	
2. The Fleet.	
4. *Pacific Torpedo Fleet* (9 torpedo-boat destroyers, 3 torpedo boats, 1 tender, 2 submarines, 1 tender).	
1. Fleet officers (fleet commander)	
1. Assistant surgeon	
2. Fleet division	
1. First division (destroyers)	
1. Division commander	
2. Vessels	
1. Whipple	
2. Hopkins	
3. Hull	
4. Truxton	
2. Second division (destroyers)	
1. Division commander	
2. Vessels	
1. Paul Jones	
2. Perry	
3. Preble	
4. Stewart	
3. Third division	
1. Division commander	
2. Vessels	
1. Lawrence (destroyer)	
2. Farragut (torpedo boat)	
3. Goldsborough (torpedo boat)	
4. Rowan (torpedo boat)	
4. Tender—Iris	
5. First submarine division	
1. Division commander	
2. Vessels	
1. Grampus	
2. Pike	
6. Tender—Fortune	

	Reference page.
Department of the Navy.	
2. The Fleet.	
5. *Asiatic Fleet* (1 armored cruiser, 2 protected cruisers, 1 cruiser, 8 gunboats)	
1. Fleet officers (commander in chief) (as such has control over all naval forces of United States on Asiatic Station, including naval stations, First Brigade of Marines, hospitals, etc.)	
1. Aid—Flag secretary	
2. Aid—Fleet engineer	
3. Aid—Flag lieutenant	
4. Aid	
5. Fleet surgeon	
6. Fleet paymaster	
2. Fleet division	
1. First division (cruisers)	
1. Vessels	
1. Saratoga (flag)—Armored cruiser	
2. Albany—Protected cruiser	
3. New Orleans—Protected cruiser	
2. Second division (gunboats)	
1. Vessels	
1. Callao	
2. El Cano	
3. Helena	
4. Samar	
5. Villaloboe	
6. Wilmington	
3. Third division (gunboats)	
1. Vessels	
1. Pampanga	
2. Quiros	
3. Rainbow (cruiser)	
4. Torpedo fleet	
1. Fleet officers (fleet commander)	
1. Assistant surgeon	
2. Fleet division	
1. First division (destroyers)	
1. Division commander	
2. Vessels	
1. Bainbridge	
2. Dale	
3. Barry	
4. Chauncey	
5. Decatur	
2. First division (submarines)	
1. Division commander	
2. Vessels	
1. Shark	
2. Adder	
3. Moccasin	
4. Porpoise	
3. Tender—Mohican	

	Reference page.
Department of the Navy.	
2. The Fleet.	
7. *Colliers.*	
1. Abarenda	
2. Ajax	
3. Brutus	
4. Caesar	
5. Cyclops	
6. Hannibal	
7. Hector	
8. Justin	
9. Leonidas	
10. Mars	
11. Nanshan	
12. Pompey	
13. Prometheus	
14. Saturn	
15. Vestal	
16. Vulcan	

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10. Narragansett Bay	57
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14. Pensacola, Fla.	62
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16. Portsmouth, N. H.	64
17. Puget Sound, Bremerton, Wash.	65
18. San Juan, P. R.	66
19. Tutuila, Samoa	67
20. Washington, D. C.	68

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Department of the Navy.	
3. Naval stations (group).	
1. *Boston, Mass.*	
1. Office proper of the commandant	
2. Executive or aid to the commandant	
3. Medical department	
1. Dispensary	
4. General storekeepers' department	
1. Storehouses	
5. Inspection department	
6. Yards and docks department (public works)	
1. Public works under construction	
2. Upkeep of grounds, dry docks, buildings, public utilities, railroads, cranes, transportation system	
7. Accounting department	
8. Pay department	
9. Manufacturing department	
1. Hull division (operation of)	
1. Ropewalk	
2. Chain and anchor shop	
3. Sail loft	
4. Paint shop	
5. Sheet metal shop	
6. Shipfitters' shop	
7. Cranes and derricks	
8. Boat shop	
9. Plumbers' shop	
10. Blacksmith shop	
11. Joiners' shop	
12. Shipwrights' shop	
13. Wire-rope mill	
14. Dry docks	
2. Machinery division (operation of)	
1. Coaling plant	
2. Machine shop	
3. Pattern shop	
4. Foundry	
5. Electrical shop	
6. Ordnance shop	
7. Coppersmiths' shop	
8. Power plants	
9. Boiler shop	
10. Wireless stations	
1. Boston, Mass. (navy yard)	
2. Cape Cod, Mass	
11. Marine barracks	
12. Receiving ship	
1. Wabash	
13. Ship in reserve	
1. New Jersey	
14. Naval hospital	
15. Naval prison	
16. Purchasing pay office	

	Reference page.
Department of the Navy—Continued.	
3. Naval stations (group)—Continued.	
1. *Boston, Mass.*—Continued.	
17. Captain of the yard	
1. Yard tugs	
1. Iwana	
2. Sioux	
2. Yard craft	
3. Ships in ordinary	
1. Illinois	
2. Constitution	
18. Naval magazines	
1. Hingham, Mass	
2. Niter depot, Malden, Mass	

	Reference page.
Department of the Navy.	
3. Naval stations (group).	
2. *Cavite, P. I.*	
1. Office proper of the commandant	
2. Executive or aid to the commandant	
3. Medical department	
1. Dispensary and sick ward	
4. General storekeeper's department	
1. Operation of floating cargo derricks, cranes, etc	
2. Storehouses	
5. Pay department	
6. Yards and docks department (public works)	
1. Public works under contract	
2. Upkeep of public works, grounds, wharves, buildings, railroads, yard service, marine barracks, cranes, and derricks	
1. Public lands of Cavite, etc	
3. Cavite post office and telegraph	
7. Accounting department	
8. Gunboat pay office	
9. Inspection department	
1. Time navigation instruments, chart distribution	
10. Torpedo and submarine storehouses	
11. Mess reading room	
12. Library	
13. Manufacturing division	
1. Hull department (operation of)	
1. Boat shop	
2. Joiner shop	
3. Machine shop	
4. Painters' shop	
5. Plumbers' shop	
6. Riggers' shop	
7. Sail loft	
8. Shipfitters' shop	
9. Shipwrights' shop	
10. Cranes and derricks	
11. Marine railway	
2. Machinery division (operation of)	
1. Coaling plant	
2. Blacksmith shop	
3. Boiler shop	
4. Coppersmiths' shop	
5. Electrical shop	
6. Machine shop	
7. Foundry	
8. Pattern shop	
9. Printer	
10. Power plant	
14. Wireless station, Cavite, P. I.	
15. Chief clerk	
1. Clerks, records, etc	
16. Magazine	
17. Station tugs and Olongapo ferry	

	Reference page.
Department of the Navy—Continued.	
3. Naval stations (group)—Continued.	
2. *Cavite, P. I.*—Continued.	
18. Medical supply depot (Canacao, P. I.)	
19. Purchasing pay office	
20. Marine barracks	
21. Naval prison	
22. Ships in reserve	
1. Decatur	
23. Naval hospital (Canacao, P. I.)	
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26. Captain of the yard	
1. Yard tugs	
1. Piscataqua	
2. Rapido	
3. Wompatuck	
2. Moorings	
3. Yard craft	
4. Watchmen	
5. Fire apparatus	
6. Enlisted personnel and recruiting officer	
7. Ships in ordinary	
1. Pampanga	
2. General Alva	
3. Alexandor	
4. Monadnock	
5. Panay	
27. Target range	

	Reference page.
Department of the Navy.	
3. Naval stations (group).	
2. Cavite, Philippine Islands.	
25. *Naval station, Olongapo, Philippine Islands.*	
1. Office proper of captain of yard	
2. Medical department	
1. Dispensary and sick ward	
3. General storekeeper's department	
1. Advance base outfit	
2. Storehouses	
4. Inspection department	
5. Yards and docks department (public works)	
1. Public works under construction	
2. Upkeep of public works, grounds, wharves, docks, buildings, railroads, yard service	
3. Upkeep of floating dry dock	
6. Accounting department	
7. Pay department	
8. Manufacturing department	
1. Hull division (operation of)	
1. Blacksmith shop	
2. Paint and dock shop	
3. Shipfitter's shop	
4. Woodworking shop	
5. Derrick	
6. Floating dry dock	
2. Machinery division (operation of)	
1. Boiler and copper shop	
2. Machine shop	
3. Electrical shop	
4. Foundry	
5. Power plant	
6. Coaling plant	
9. Town of Olongapo	
10. Naval magazine	
11. Hospital ship Relief	
12. Ship in reserve	
1. Monterey	
13. Target range	
14. Yard craft	
15. Marine detachment	

	Reference page.
Department of the Navy.	
3. Naval stations (group).	
3. *Charleston, S. C.*	
1. Office proper of the commandant	
2. Executive or aid to the commandant	
3. Medical department	
1. Dispensary	
4. General storekeeper's department	
1. Storehouses	
5. Inspection department	
6. Yards and docks department (public works)	
1. Public works under construction	
2. Upkeep of grounds, dry dock, wharves, buildings, railroads, and yard services.	
7. Accounting department.	
8. Pay department.	
9. Machinists' school	
10. Manufacturing department	
1. Hull division (operation of)	
1. Joiners' shop	
2. Plumbers' shop	
3. Shipfitters' shop	
4. Cranes and derricks	
5. Dry dock	
2. Machinery division (operation of)	
1. Electrical shop	
2. Foundry	
3. Machine shop	
4. Power plant	
11. Wireless stations	
1. Charleston, S. C.	
2. St. Augustine, Fla.	
3. Frying Pan Shoals Lightship (under construction)	
12. Station ship Atlanta	
13. Marine barracks	
14. Purchasing pay office	
15. Torpedo base	
16. Ships in reserve	
1. Baltimore	
2. Plunger	
3. McDonough	
4. Worden	
5. Thornton	
6. Tingey	
7. Barney	
8. Biddle	
9. Blakely	
10. Craven	
11. Cushing	
12. Dahlgren	
13. De Long	
14. Wilkes	
15. Ericsson	
16. Foote	
17. MacKenzie	
18. Porter	
19. Shubrick	
20. Stockton	
17. Captain of the yard	
1. Yard craft	
2. Yard tug, Sebago	

	Reference page.
Department of the Navy.	
3. Naval stations (group).	
4. *Culebra, Porto Rico.*	
1. Office proper of the commandant	
3. Executive or aid to the commandant	
3. Station ship, Alliance	
4. Medical department	
1. Dispensary	
5. General storekeeper and pay department	
6. Manufacturing department	
1. Hull division (operation of)	
1. Boat shop	
2. Equipment shop	
3. Cranes and derricks	
2. Machinery division (operation of)	
1. Coaling plant	
2. Searchlight	
3. Cold storage	
7. Wireless station, Culebra	
8. Yards and docks department	
1. Maintenance public works	
9. Marine barracks	
10. Magazine	
11. Captain of the yard	
1. Yard craft	

	Reference page.
Department of the Navy.	
3. Naval stations (group).	
5. *Island of Guam, Midway Islands.*	
1. Office proper, commandant and governor	
2. Executive or aid to the commandant	
3. Naval station (group)	
1. Captain of the yard	
1. Yard craft	
2. Station ship Supply	
3. Marine barracks	
4. Medical department	
1. Naval hospital	
5. Paymaster's department	
6. Yards and docks department (naval public works)	
1. Construction and maintenance of public works	
7. General storekeeper's department	
8. Wireless station, Island of Guam, Midway Islands	
9. Manufacturing department	
1. Hull division (operation of)	
1. Cranes and derricks	
2. Construction and repairs	
3. Sawmill	
4. Plumber shop	
5. Blacksmith shop	
6. Paint shop	
7. Boat shop	
2. Machinery division (operation of)	
1. Electrical shop	
2. Machine shop	
3. Steam engineering, repairs	
4. Coaling plant	
4. Civil government (group)	
1. Registry of lands	
2. Public works department	
3. Agriculture department	
4. Education department	
5. Judiciary department	
6. Health and charities department	
7. Treasury department	
8. Police department	
9. Executive department	

	Reference page.
Department of the Navy.	
3. Naval stations (group).	
6. *Guantanamo, Cuba.*	
1. Office proper of the commandant	
2. Executive or aid to the commandant	
3. Medical department	
1. Dispensary	
4. Target range	
5. Magazine	
6. General storekeeper and pay department	
1. Storehouses	
7. Manufacturing department	
1. Hull division (operation of)	
1. Carpenter shop	
2. Paint shop	
3. Cranes and derricks	
2. Machinery division (operation of)	
1. Coaling plant	
2. Electrical shop	
3. Machine shop	
4. Power plant	
8. Wireless station, Guantanamo, Cuba	
9. Yards and docks department (public works)	
1. Construction and maintenance of public works	
10. Marine barracks	
11. Station ship Newark	
12. Captain of the yard	
1. Yard craft	
2. Yard tug Potomac	

	Reference page.
Department of the Navy.	
3. Naval stations (group).	
7. *Hawaii.*	
1. Office proper of the commandant	
2. Executive or aid to the commandant	
3. Wireless station, Honolulu, Hawaii	
4. Marine barracks	
5. Medical department	
1. Dispensary	
6. General storekeepers' department	
1. Storehouses	
7. Yards and docks department (public works)	
1. Care of buildings and grounds	
2. Public works, contracts	
8. Coaling plant	
9. Midway Island (commercial cable station)	
10. Captain of the yard	
1. Yard craft	

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3. Naval stations (group).	
8. *Key West.*	
1. Office proper of the commandant	
2. Executive or aid to the commandant	
3. Wireless station, Key West, Fla	
4. Target range	
5. Medical department	
1. Dispensary	
6. General storekeeper and pay department	
1. Storehouses	
7. Manufacturing department	
1. Hull division (operation of)	
1. Cranes and derricks	
2. Carpenter shop	
3. Shipfitters' shop	
2. Machinery division (operation of)	
1. Machine shop	
2. Foundry	
3. Power plant	
4. Coaling plant	
8. Marine barracks	
9. Dry Tortugas coaling plant	
10. Yards and docks department (public works)	
1. Public works, construction and maintenance	
11. Ship in reserve—Arethusa	
12. Captain of the yard	
1. Yard craft	
Yard tugs	
[illegible]nit	
2. Osceola	

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Department of the Navy.	
3. Naval stations (group).	
9. *Mare Island.*	
1. Office proper of the commandant	
2. Executive or aid to the commandant	
3. Medical department	
1. Dispensary	
4. General storekeepers' department	
1. Storehouses	
5. Inspection department	
6. Yards and docks department (public works)	
1. Public works under construction	
2. Upkeep of grounds, dry docks, wharves, buildings, public utilities, railroads, cranes, and transportation systems	
7. Accounting department	
8. Pay department	
9. Manufacturing department	
1. Hull division (operation of)	
1. Flag loft	
2. Sail loft	
3. Paint shop	
4. Sheet-metal shop	
5. Shipfitters' shop	
6. Galvanizing shop	
7. Pipefitters' shop	
8. Shipsmith (blacksmith)	
9. Joiners' shop	
10. Boat shop	
11. Spar and shipwrights' shop	
12. Wire-rope mill	
13. Dry docks	
2. Machinery division (operation of)	
1. Coaling plant	
2. Power plant	
3. Machine shop	
4. Pattern shop	
5. Foundry	
6. Electrical shop	
7. Coppersmith shop	
8. Boiler shop	
10. Wireless stations	
1. Unimak Pass, Alaska	
2. North Head, Wash	
3. Cape Blanco, Oreg	
4. Table Bluff, Cal	
5. Mare Island, Cal	
6. Farallon Island, Cal	
7. Point Arguello, Cal	
8. Point Loma, Cal	
11. Naval hospital	
12. Receiving ship Independence	
1. Electrical school	

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3. Naval stations (group)—Continued.	
9. *Mare Island*—Continued.	
13. Ships under construction	
1. Jupiter	
14. Ships in reserve	
1. Raleigh	
2. Cincinnati	
3. Fox	
4. Davis	
5. Manila	
15. Coaling plant	
16. Naval prison	
17. Medical supply depot	
18. Marine barracks	
19. Purchasing pay office	
20. Target range	
21. Captain of the yard	
1. Yard tugs	
1. Locust	
2. Active	
3. Navajo	
4. Unadilla	
2. Yard craft	
3. Ships in ordinary	
1. Cleveland	
2. Denver	
3. Alert	
4. Iroquois	
22. Naval magazine, Mare Island, Cal	

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10. *Narragansett Bay.*	
1. Office proper of the commandant	
2. Purchasing pay officer	
3. Naval hospital	
4. Training station (Bureau of Navigation has direct communication)	
1. Receiving ship Reina Mercedes	
2. Commissary school	
3. Musician school	
4. Yeoman school	
5. Target range	
6. Medical department	
1. Dispensary	
7. All apprentice seamen under training with all officers and enlisted men on duty in connection therewith	
8. Training ships	
1. Boxer	
2. Constellation	
3. Cumberland	
5. Torpedo station (Bureau of Ordnance has direct communication)	
6. Coaling plant (Bradford)	

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10. Narragansett Bay.	
5. *Torpedo station, Newport, R. I.*	
1. Office proper of inspector of ordnance, United States Navy, in charge (Bureau of Ordnance has direct communication).	
2. Chief clerk	
1. Files, records, correspondence, finances	
3. Pay department	
4. General storekeepers' department	
5. Industrial establishment	
1. Assistant inspector	
1. Drafting and design	
1. Inside work, inside foreman	
1. Repair shop	
2. General ordnance shop	
3. Pattern shop	
4. Foundry shop	
5. Forge shop	
6. Tin shop	
7. Machine shop	
2. Planning department	
1. Outside work, outside foreman	
1. Laborers	
2. General repair shop	
3. Electric shop	
4. Sailmakers' shop	
5. Riggers shop	
6. Ship-fitters' shop	
7. Boiler shop	
8. Pipe-fitters' shop	
9. Plumbers' shop	
10. Paint shop	
11. Carpenter shop	
12. Magazines	
13. Torpedo range	
6. Military establishment	
1. Yard craft	
2. Wireless stations	
1. Nantucket Shoal	
2. Torpedo station	
3. Seamen gunners' school	
4. Yard tug Chicsaw	
5. Ships in ordinary	
1. Talbot	
2. Morris	
3. McKee	
4. Gwin	
5. Restless	
6. Ships in reserve	
1. Octopus	
2. Vesuvius	
7. Medical department	
1. Dispensary	
8. Labor board	
9. Inspection department	

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11. *New Orleans, La.*	
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2. Executive or aid to the commandant	
3. Medical department	
1. Dispensary and sick ward	
4. Accounting department	
5. Pay department	
6. General storekeeper	
1. Storehouse	
7. Inspection department	
8. Yards and docks (public works)	
1. Upkeep of public works (grounds, buildings, docks and yard service	
9. Manufacturing department	
1. Hull division (operation of)	
1. Paint shop	
2. Shipfitter's shop	
3. Cranes and derricks	
2. Machinery division (operation of)	
1. General shop	
2. Power plant	
3. Coaling plant	
10. Wireless station, New Orleans, La	
11. Marine Barracks	
12. Captain of the yard	
1. Yard craft	

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12. *New York, N. Y.*
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2. Executive or aid to the commandant
3. Medical department
1. Dispensary
4. General storekeeper's department
1. Storehouses
2. Chemical laboratory
5. Inspection department
6. Yards and docks department (public works)
1. Public works under construction
2. Upkeep of grounds, dry docks, wharves, buildings, public utilities, railroads, cranes, transportation systems
7. Accounting department
8. Pay department
9. Clothing shop
10. Manufacturing department
1. Hull division (operation of)
1. Boat shop
2. Sail loft
3. Cranes and derricks
4. Paint shop
5. Sheet metal shop
6. Shipfitter's shop
7. Galvanizing and electroplating shop
8. Rigger's shop
9. Plumber's shop
10. Blacksmith shop (hull)
11. Machine shop
12. Joiner's shop
13. Flag shop
14. Shipwright's shop
15. Sawmill
16. Dry docks
2. Machinery division (operation of)
1. Power plant
2. Coaling plant
3. Machine shop
4. Pattern shop
5. Foundries
6. Electrical shop
7. Coppersmith's shop
8. Boiler shop
9. Blacksmith shop
11. Wireless stations
1. Fire Island, N. Y.
2. Brooklyn, N. Y.
12. Medical supply depot
13. Marine barracks
14. Naval hospital

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1. Naval prison	
2. Electrical school	
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1. Newport	
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1. Florida	
2. New York	
18. Purchasing pay office	
19. Captain of the yard	
1. Yard tugs	
1. Apache	
2. Narkeeta	
3. Pawnee	
4. Pentucket	
5. Pontiac	
6. Powhatan	
7. Traffic	
8. Transfer	
2. Yard craft	
3. Ships in ordinary	
1. Alabama	
2. Nero	
3. Portsmouth	
20. Naval magazines	
1. Dover, N. J	
2. Fort Lafayette, N. Y	
3. Iona Island, N. Y	

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2. Executive or aid to the commandant	
3. Medical department	
1. Dispensary	
4. General storekeeper's department	
1. Storehouses and chemist	
5. Inspection department	
6. Yards and docks department (public works)	
1. Public works under construction	
2. Upkeep of grounds, dry docks, wharves, buildings, public utilities, railroads, cranes, transportation systems	
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8. Pay department	
9. Manufacturing department	
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1. Sail loft	
2. Paint shop	
3. Sheet metal shop	
4. Shipfitters' shop	
5. Riggers' shop	
6. Cranes and derricks	
7. Plumbers' shop	
8. Blacksmith (shipsmith)	
9. Machine shop	
10. Joiners' shop	
11. Shipwrights' shop	
12. Boat shop	
13. Dry docks	
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1. Power plant	
2. Coaling plant	
3. Machine shop	
4. Pattern shop	
5. Foundry shop	
6. Electrical shop	
7. Boiler shop	
8. Toolmakers' shop	
9. Coppersmiths' shop	
10. Wireless stations	
1. Norfolk, Va. (navy yard)	
2. Pivers Island, Beaufort, N. C	
3. Diamond Shoals	
11. Marine Barracks	
12. Receiving ships	
1. Franklin	
1. Machinists' school	
2. Target range	
3. Artificer school	
2. Richmond	

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1. Dispensary	
4. General storekeepers' department	
1. Storehouses	
5. Accounting department	
6. Yards and docks department	
1. Public works by contract	
2. Upkeep of public works, grounds, dry docks, buildings, and yard service	
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8. Inspection department	
9. Manufacturing department	
1. Hull division (operation of)	
1. Woodworking shop	
2. Shipfitter's shop	
3. Sail loft	
4. Sawmill	
5. Paint shop	
6. Cranes and derricks	
7. Dry docks	
2. Machinery division (operation of)	
1. Foundry	
2. Coppersmith's shop	
3. Machine shop	
4. Blacksmith's shop	
5. Power plant	
6. Coaling plant	
10. Wireless station, Pensacola, Fla	
11. Target range	
12. Naval hospital	
13. Marine barracks	
14. Captain of the yard	
1. Yard craft	
2. Yard tugs	
1. Accomac	
2. Waban	

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15. *Philadelphia, Pa.*	
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1. Dispensary	
4. General storekeeper's department	
1. Storehouses	
2. Chemical laboratory	
5. Inspection department	
6. Yards and docks department (public works)	
1. Public works under construction	
2. Upkeep of grounds, dry docks, wharves, buildings, public utilities, railroad cranes, and transportation systems	
7. Accounting department	
8. Pay department	
9. Manufacturing department	
1. Hull division (operation of)	
1. Rigging loft	
2. Sail loft	
3. Paint shop	
4. Sheet metal shop	
5. Shipfitter's shop	
6. Plumber's shop	
7. Blacksmith shop	
8. Joiner's shop	
9. Boat shop	
10. Shipwright's shop	
11. Cranes and derricks	
12. Dry docks	
2. Manufacturing division (operation of)	
1. Power plants	
2. Coaling plant	
3. Ordnance machine shop	
4. Machine shop	
5. Pattern shop	
6. Foundry	
7. Electrical shop	
8. Toolmaker's shop	
9. Coppersmith's shop	
10. Boiler shop	
10. Wireless stations	
1. Cape Helopen, Del	
2. Philadelphia, Pa	
11. Marine barracks	
12. Receiving ship Lancaster	
13. Ships in reserve	
1. Adams	
14. Target range	
15. Purchasing pay officer	
16. Naval magazine, Fort Mifflin, Pa	
17. Captain of the yard	
1. Yard tugs	
1. Modoc	
2. Samoset	
2. Yard craft	
3. Ships in ordinary	
1. Miantonomah	
2. Columbia	
3. Kearsarge	
4. Brooklyn	
5. Terror	
6. Minneapolis	

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2. Executive or aid to the commandant	
3. Medical department	
1. Dispensary	
4. General storekeeper's department	
1. Storehouses	
5. Inspection department	
6. Yards and docks department (public works)	
1. Public works under construction	
2. Upkeep of grounds, dry docks, wharves, buildings, public utilities, railroads, cranes, and transportation systems	
7. Accounting department	
8. Pay department	
9. Manufacturing department	
1. Hull division (operation of)	
1. Rigging loft	
2. Sail loft	
3. Paint shop	
4. Shipfitters' shop	
5. Plumber's shop	
6. Blacksmith shop	
7. Joiner's shop	
8. Cooper shop	
9. Boat shop	
10. Shipwright's shop	
11. Cranes and derricks	
12. Dry dock	
2. Machinery division (operation of)	
1. Coaling plant	
2. Power plant	
3. Machine shop	
4. Pattern shop	
5. Foundry	
6. Electrical shop	
7. Coppersmith's shop	
8. Boiler shop	
10. Wireless stations	
1. Portsmouth, N. H	
2. Cape Elizabeth, Me	
11. Naval prison	
12. Marine barracks	
13. Prison ships	
1. Southery	
2. Topeka	
14. Ships in reserve	
1. Wisconsin	
2. Tennessee	
15. Naval hospital	
16. Purchasing pay office	
17. Captain of the yard	
1. Yard tug Penacock	
2. Yard craft	
3. Ships in ordinary	
1. Sterling	

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17. *Puget Sound, Bremerton, Wash.*	
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2. Executive or aid to the commandant	
3. Medical department	
1. Dispensary and sick ward	
4. General storekeeper's department	
1. Storehouses	
5. Inspection department	
6. Yards and docks department (public works)	
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1. Rigging loft	
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3. Paint shop	
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7. Coppersmith's shop	
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9. Blacksmith shop	
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1. Puget Sound, Wash	
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11. Marine barracks	
12. Receiving ship Philadelphia	
13. Prison ship Nipsic	
14. Ships in reserve	
1. Pennsylvania	
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16. Naval hospital	
17. Purchasing pay office	
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1. Dispensary	
4. Pay and accounting department	
5. General storekeepers' department	
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3. Cranes and derricks	
2. Machinery division (operation of)	
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2. Coaling plant	
9. Wireless station—San Juan, P. R.	
10. Naval hospital	
11. Captain of the yard	
1. Yard craft	

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1. Treasury department	
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3. Education department	
4. Public works department	
5. Yards and docks department (public works)	
1. Buildings and grounds	
4. Naval station (group)	
1. Manufacturing department	
1. Hull division (operation of)	
1. Paint and oil shop	
2. Carpenter shop	
3. Boat shop	
4. Cranes and derricks	
2. Machinery division (operation of)	
1. Blacksmith shop	
2. Ice plant	
3. Coaling plant	
4. Power plant	
2. Storekeeper and pay department	
1. Storehouses	
3. Medical department	
1. Dispensary	
4. Station ship—Annapolis	
5. Captain of yard	
1. Yard craft	

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20. *Washington, D. C.*	
1. Office proper of the commandant	
2. Chief clerk	
1. Clerks, files, records, office supplies	
3. Naval medical school hospital	
4. Old naval hospital	
5. Marine barracks	
6. Commissary store	
7. Office of superintendent of Naval Gun Factory (Bureau of Ordnance has direct communication)	
1. Assistant superintendent	
1. Land transportation, wreckers, locomotives, etc	
2. Boiler house	
1. Pipe-fitting shop	
2. Inspectors	
1. Assistant inspectors	
3. Chief clerk	
1. Clerks	
2. Drafting room	
1. Blue-print and photographic room	
4. Chemist	
5. Naval magazine (Bellevue)	
6. General master mechanic (gun carriages)	
1. West gun-carriage shop	
2. East gun-carriage shop	
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1. Boiler-maker shop	
2. Pneumatic-power plant	
4. Pattern shop	
5. Miscellaneous shop	
1. Metal-saw shop	
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7. General master mechanic (guns)	
1. Tool shop	
1. Coppersmith shop	
2. Cartridge-case shop	
1. Seamens' workshop	
3. Gun shop	
4. Breech-mechanism shop	
5. Sight shop	
8. Navigation	
9. Medical department	
1. Dispensary	
10. Steam engineering	
1. Wireless station	
11. Yard paymaster	
12. Construction and repair, including model basin	
13. General storekeeper	
14. Seamen gunners' school	
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4. Chief clerk	
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1. Torpedo-boat destroyer Jouett	
2. Torpedo-boat destroyer Jenkins	
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1. Torpedo-boat destroyer Walke	
2. Torpedo-boat destroyer Henley	
3. Submarine torpedo boat Skipjack	
4. Submarine torpedo boat Sturgeon	
5. Submarine torpedo boat Haddock	
6. Submarine torpedo boat Cachalot	
3. Union Iron Works	
1. Submarine torpedo boat Carp	
2. Submarine torpedo boat Barracuda	
3. Submarine torpedo boat Seawolf	
4. Submarine torpedo boat Nautilus	
5. Submarine torpedo boat Orca	
4. Maryland Steel Co	
1. Collier Neptune	
5. New York Ship Building Co	
1. Battleship Utah	
2. Battleship Arkansas	
3. Torpedo-boat destroyer Jarvis	
6. Lake Torpedo Boat Co	
1. Submarine torpedo boat Turbot	
7. Newport News Shipbuilding & Dry Dock Co	
1. Battleship Texas	
2. Torpedo-boat destroyer Fanning	
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4. Submarine torpedo boat Seal (built by agreement)	
8. Wm. Cramp & Sons	
1. Battleship Wyoming	
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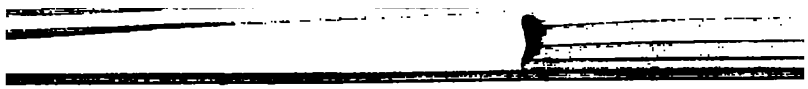
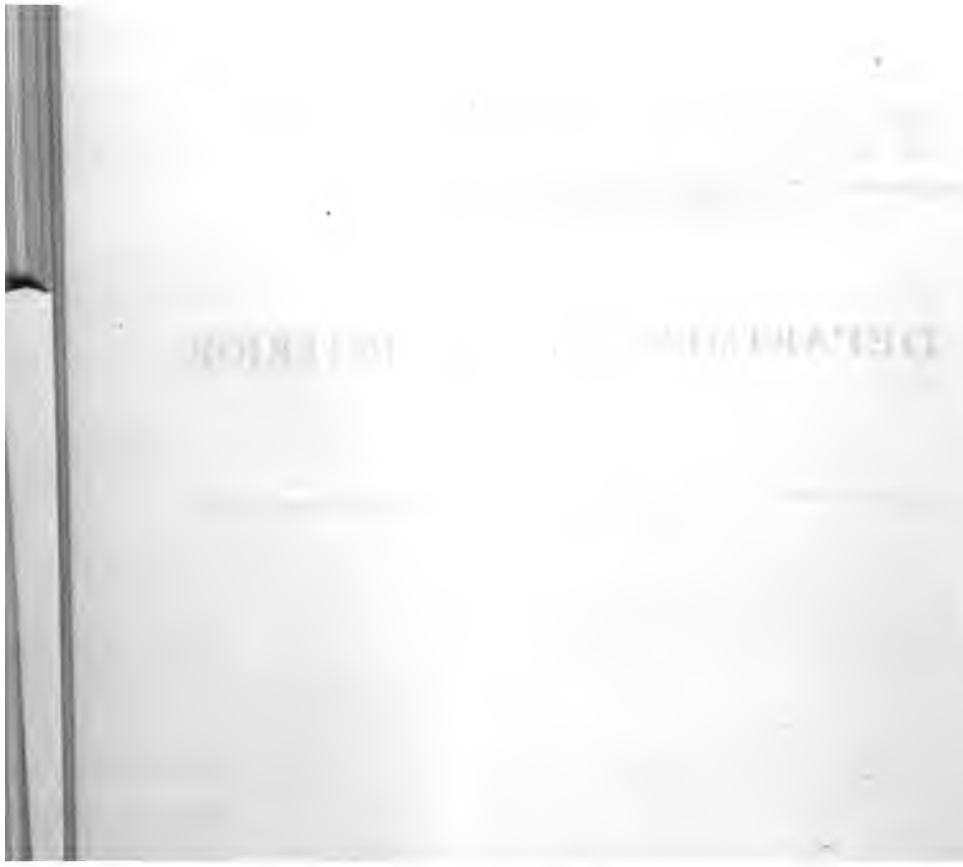


THE DEPARTMENT OF THE INTERIOR



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1. Superintendent	
2. Chief clerk	
3. Chief electrical engineer	
4. Civil engineer	
5. Draftsmen	
6. Bookkeeper and accountant	
7. Clerk	
8. Stenographer and typewriter	
9. Laborer in charge of heating of Supreme Court and central portions of the Capitol	
10. Laborers	
11. Messenger	
2. Capitol power plant	
1. Main station	
1. Engineer in charge	
2. Operating engineers	
3. Switchboard operators	
4. High-tension men	
5. Cable splicer	
6. Machinist	
7. Conveyer man	
1. Assistant conveyer men	
8. Head fireman	
1. Firemen	
9. Oilers	
2. Substation	
1. Operators	
1. Assistant operator	
2. Machinist	
3. Electrician	
1. Wiremen	
2. Wiremen helpers	
3. Heating and ventilating	
1. Senate	
1. Chief engineer	
2. Assistant engineer and electrician	
3. Assistant engineers	
4. Machinist and electrician	
5. Elevator conductors	
6. Laborers	
7. Attendant in old library space	
2. Senate Office Building	
1. Operators	
2. Assistant operators	
3. Elevator conductors	
3. House of Representatives	
1. Chief engineer	
2. Assistant engineer	
3. Machinist	
4. Electrician	

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1. Senate	
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3. Firemen	
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2. Dynamo tenders	
3. Firemen	
3. House of Representatives	
1. Wiremen	
2. Dynamo tenders	
3. Firemen	
4. House Office Building	
1. Wiremen	
2. Dynamo tenders	
3. Firemen	
3. Capitol building and repairs	
1. Carpenters	
2. Plumbers	
3. Painters	
4. General storekeeper	
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1. Clerk	
2. Gardener	
3. Foreman	
4. Laborers	

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4. Columbia Institution for the Deaf	
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1. Capital Traction Co.....	
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1. Receiving and opening	
2. Storing and issuing	
3. Accounts, supplies purchased	
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5. Bookkeeping	
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7. *Clerk in charge of publications.*	
1. Receiving and shipping section.....	
2. Multigraph work.....	

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5. Chief clerk of the department.	
8. *Chief engineer.*	
1. Central heat, light, and power plant	
1. Old Post Office Department building	
2. Patent Office building	
3. Pension Office building	
4. Bureau of Mines (rented)	
5. Civil Service Commission building (rented) light and power only	
6. Courthouse building, District of Columbia	
7. Court of Appeals building, District of Columbia	
2. Heat, light, and power plant, Freedmen's Hospital	
1. Freedmen's Hospital	
2. Howard University	
3. Ice plant, Patent Office building	
4. Consolidated unskilled labor force	
1. Old Post Office Department building	
2. Patent Office building	
3. Pension Office building	
5. Carpenter shops (3)	
1. Old Post Office Department building	
2. Patent Office building	
3. Pension Office building	
6. Paint shops (3)	
1. Old Post Office Department building	
2. Patent Office building	
3. Pension Office building	
7. Electricians and wiremen	
1. Patent Office building	
2. Pension Office building	
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1. Old Post Office building	
2. Patent Office building	
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1. Chief of field division, Portland Oreg.	
2. Chief of field division, San Francisco, Cal.	
3. Chief of field division, Seattle, Wash.	
4. Chief of field division, Helena, Mont.	
5. Chief of field division, Denver, Colo.	
6. Chief of field division, Los Angeles, Cal.	
7. Chief of field division, Cheyenne, Wyo.	
8. Chief of field division, Duluth, Minn.	
9. Chief of field division, Little Rock, Ark.	
10. Chief of field division, Salt Lake City, Utah.	
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6. Camden, Ark	
7. Harrison, Ark	
8. Little Rock, Ark	
9. Eureka, Cal	
10. Independence, Cal	
11. Los Angeles, Cal	
12. Redding, Cal	
13. Sacramento, Cal	
14. San Francisco, Cal	
15. Susanville, Cal	
16. Visalia, Cal	
17. Del Norte, Colo	
18. Denver, Colo	
19. Durango, Colo	
20. Glenwood Springs, Colo	
21. Hugo, Colo	
22. Lamar, Colo	
23. Leadville, Colo	
24. Montrose, Colo	
25. Pueblo, Colo	
26. Sterling, Colo	
27. Gainesville, Fla	
28. Blackfoot, Idaho	
29. Boise, Idaho	
30. Coeur d'Alene, Idaho	
31. Hailey, Idaho	
32. Lewiston, Idaho	
33. Dodge City, Kans	
34. Topeka, Kans	
35. Baton Rouge, La	
36. Marquette, Mich	
37. Cass Lake, Minn	
38. Crookston, Minn	
39. Duluth, Minn	
40. Jackson, Miss	
41. Springfield, Mo	
42. Billings, Mont	
43. Bozeman, Mont	
44. Glasgow, Mont	
45. Great Falls, Mont	
46. Havre, Mont	
47. Helena, Mont	
48. Kalispell, Mont	
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50. Miles City, Mont	
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52. Alliance, Nebr	

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55. North Platte, Nebr.	
56. O'Neill, Nebr.	
57. Valentine, Nebr.	
58. Carson City, Nev.	
59. Clayton, N. Mex.	
60. Fort Sumner, N. Mex.	
61. Las Cruces, N. Mex.	
62. Roswell, N. Mex.	
63. Sante Fe, N. Mex.	
64. Tucumcari, N. Mex.	
65. Bismarck, N. Dak.	
66. Devils Lake, N. Dak.	
67. Dickinson, N. Dak.	
68. Fargo, N. Dak.	
69. Minot, N. Dak.	
70. Williston, N. Dak.	
71. Guthrie, Okla.	
72. Lawton, Okla.	
73. Woodward, Okla.	
74. Burns, Oreg.	
75. La Grande, Oreg.	
76. Lakeview, Oreg.	
77. Portland, Oreg.	
78. Roseburg, Oreg.	
79. The Dalles, Oreg.	
80. Vale, Oreg.	
81. Bellefourche, S. Dak.	
82. Chamberlain, S. Dak.	
83. Gregory, S. Dak.	
84. Lemmon, S. Dak.	
85. Pierre, S. Dak.	
86. Rapid City, S. Dak.	
87. Timber Lake, S. Dak.	
88. Salt Lake City, Utah.	
89. Vernal, Utah.	
90. North Yakima, Wash.	
91. Olympia, Wash.	
92. Seattle, Wash.	
93. Spokane, Wash.	
94. Vancouver, Wash.	
95. Walla Walla, Wash.	
96. Waterville, Wash.	
97. Wausau, Wis.	
98. Buffalo, Wyo.	
99. Cheyenne, Wyo.	
100. Douglas, Wyo.	
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2. Phoenix, Ariz	
3. San Francisco, Cal	
4. Denver, Colo	
5. Boise, Idaho	
6. Helena, Mont	
7. Reno, Nev	
8. Santa Fe, N. Mex	
9. Portland, Oreg	
10. Huron, S. Dak	
11. Salt Lake City, Utah	
12. Olympia, Wash	
13. Cheyenne, Wyo	

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5. *Field surveying service.*	
1. Supervisor of surveys (2), Denver, Colo	
2. United States surveyors (38)	
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6. *Logging service on ceded Chippewa Indian lands in Minnesota.*	
1. Superintendent of logging, Cass Lake, Minn.	
2. Assistant superintendent	
3. Clerks (3)	
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1. Agency.	
2. Navajo Springs Boarding School.	
2. Southern Ute, Colo.	
1. Agency.	
2. Southern Ute Boarding School.	
3. Allen Day School.	
3. Albuquerque Boarding School, New Mexico.	
4. Albuquerque Pueblo, N. Mex.	
1. Agency.	
2. Acoma Day School.	
3. Isleta Day School.	
4. Laguna Day School.	
5. Encinal Day School.	
6. Mesita Day School.	
7. Paguate Day School.	
8. Paraje Day School.	
9. San Felipe Day School.	
10. Seama Day School.	
11. Bernalillo Mission Boarding School.	
5. Navaho Mission Boarding School, New Mexico.	
6. Rehoboth Mission Boarding School, New Mexico.	
7. Jicarilla, N. Mex.	
1. Agency.	
2. Jicarilla Boarding School.	
3. Jicarilla Day School.	
4. La Jara Day School.	
8. Liberty Mission Boarding School, New Mexico.	
9. Mescalero, N. Mex.	
1. Agency.	
2. Mescalero Boarding School.	
10. San Juan, N. Mex.	
1. Agency.	
2. San Juan Boarding School.	
11. Santa Fe Boarding School, New Mexico.	
12. Santa Fe Pueblo, N. Mex.	
1. Agency.	
2. Cochita Day School.	
3. Jemez Day School.	
4. Nambe Day School.	
5. Picuris Day School.	
6. San Ildefonso Day School.	
7. San Juan Day School.	
8. Santa Clara Day School.	
9. Sia Day School.	
10. Taos Day School.	
11. St Catherine's Mission Boarding School.	
13. Zuni, N. Mex.	
1. Agency.	
2. Zuni Boarding School.	
3. Zuni Day School.	
4. Christian Reform Mission Day School.	

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1. Agency	
2. Shivwits Day School	
15. Uintah and Ouray, Utah	
1. Agency	
2. Uintah Boarding School	
16. Shoshone, Wyo	
1. Agency	
2. Shoshone Boarding School	
3. Arapaho Day School	
4. Shoshone Mission Boarding School	
5. St. Stephen's Mission Boarding School	
17. Cantonment, Okla	
1. Agency	
2. Cantonment Boarding School	
18. Cheyenne and Arapaho, Okla	
1. Agency	
2. Cheyenne and Arapaho Boarding School	
3. St. Luke's Mission Day School	
19. Chilocco Boarding School, Oklahoma	
20. Kaw, Okla	
1. Agency	
2. Kaw Day School	
21. Kiowa, Okla	
1. Agency	
2. Fort Sill Day School	
3. Rainy Mountain Day School	
4. Riverside Day School	
5. Cache Creek Mission Boarding School	
6. Mary Gregory Mission Boarding School	
7. Mount Scott Mission Boarding School	
8. St. Patrick's Mission Boarding School	
22. Osage, Okla	
1. Agency	
2. Osage Boarding School	
3. St. John's Mission (contract school)	
4. St. Louis Mission (contract school)	
23. Otoe, Okla	
1. Agency	
2. Otoe Boarding School	
24. Pawnee, Okla	
1. Agency	
2. Pawnee Boarding School	
25. Ponca, Okla	
1. Agency	
2. Ponca Boarding school	
3. Tonkawa Day School	
26. Red Moon, Okla	
1. Agency	
2. Red Moon Day School	

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1. Agency	
2. Sac and Fox Boarding School	
28. Seger, Okla.	
1. Agency	
2. Seger Boarding School	
29. Seneca, Okla.	
1. Agency	
2. Seneca Boarding School	
3. St. Mary's Mission (contract school)	
30. Shawnee, Okla.	
1. Agency	
2. Shawnee Boarding School	
3. St. Benedict's Mission Boarding School	
4. St. Mary's Mission Boarding School	
31. Haskell Institute, Kans.	
32. Kickapoo, Kans.	
1. Agency	
2. Kickapoo Boarding School	
3. St. Nemaha Day School	
4. Sac and Fox Day School	
33. Potawatomi, Kans.	
1. Agency	
2. Blandin Day School	
3. Kewankah Day School	
4. Witchewah Day School	
5. Mayetta Mission Day School	

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1. Camp McDowell, Ariz	
1. Agency	
2. Camp McDowell Day School	
3. Lehi Day School	
4. Salt River Day School	
2. Camp Verde, Ariz	
1. Agency	
2. Camp Verde Day School	
3. Mayer Day School	
3. Colorado River, Ariz	
1. Agency	
2. Colorado River Boarding School	
4. Fort Apache, Ariz	
1. Agency	
2. Fort Apache Boarding School	
3. Canyon Day School	
4. Cibicue Day School	
5. East Fork Day School	
6. East Fork Mission Day School	
5. Fort Mohave, Ariz	
1. Agency	
2. Fort Mohave Boarding School	
6. Globe New Jerusalem Mission Boarding School, Ariz	
7. Havasupai, Ariz	
1. Agency	
2. Havasupai Day School	
8. Kaibab, Ariz	
1. Agency	
2. Kaibab Day School	
9 Leupp, Ariz	
1. Agency	
2. Leupp Boarding School	
3. Tolchaco Mission Boarding School	
10. Moqui, Ariz	
1. Agency	
2. Moqui Boarding School	
3. Chimopovy Day School	
4. Oraibi Day School	
5. Polacca Day School	
6. Second Mesa Day School	
11. Navajo, Ariz	
1. Agency	
2. Navajo Boarding School	
3. Cornfields Day School	
4. Tohatchi Boarding School	
5. Ganado Mission Day School	
6. St. Michael's Mission Boarding School	
7. Chin Lee Boarding School	

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13. Pima, Ariz	
1. Agency	
2. Pima Boarding School	
3. Pima Day School	
4. Blackwater Day School	
5. Casa Blanca Day School	
6. Gila Crossing Day School	
7. Maricopa Day School	
8. St. John's Mission Boarding School	
14. San Carlos, Ariz	
1. Agency	
2. San Carlos Day School	
15. Rice Station Boarding School, Arizona	
16. Roosevelt Day School, Arizona	
17. San Xavier, Ariz	
1. Agency	
2. San Xavier Day School	
3. Tucson Day School	
4. Tucson Mission Boarding School	
18. Truxton Canon, Ariz	
1. Agency	
2. Truxton Canon Boarding School	
19. Western Navajo, Ariz	
1. Agency	
2. Western Navajo Boarding School	
3. Moencopi Day School	
20. Banning, Cal., St. Boniface Mission Boarding School	
21. Campo, Cal	
1. Agency	
2. Campo Day School	
22. Fort Bidwell, Cal	
1. Agency	
2. Fort Bidwell Boarding School	
3. Likely Day School	
23. Fort Yuma, Cal	
1. Agency	
2. Fort Yuma Boarding School	
24. Greenville, Cal	
1. Agency	
2. Greenville Boarding School	
25. Hoopa Valley, Cal	
1. Agency	
2. Hoopa Valley Boarding School	
26. Independence, Cal	
1. Agency	
2. Independence Day School	
3. Big Pine Day School	
4. Bishop Day School	

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27. Malki, Cal	
1. Agency	
2. Malki Day School	
28. Martinez, Cal	
1. Agency	
2. Martinez Day School	
3. Cabazon Day School	
29. Pala, Cal	
1. Agency	
2. Pala Day School	
3. La Jolla Day School	
30. Pechanga, Cal	
1. Agency	
2. Pechanga Day School	
31. Round Valley, Cal	
1. Agency	
2. Round Valley Boarding School	
32. Soboba, Cal	
1. Agency	
2. Soboba Day School	
3. Cahuilla Day School	
33. Sherman Institute, California	
34. Tule River, Cal	
1. Agency	
2. Tule River Day School	
35. Upper Lake, Cal	
1. Agency	
2. Upper Lake Day School	
3. Manchester Day School	
4. Ukiah Day School	
36. Volcan, Cal	
1. Agency	
2. Volcan Day School	
3. Capitan Grande Day School	

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1. Genoa Boarding School, Nebraska	
2. Santee, Nebr.	
1. Agency	
2. Santee Normal Training Mission Boarding School	
3. Winnebago, Nebr.	
1. Agency	
2. De Cora Day School	
3. St. Augustine Mission Boarding School	
4. Bismarck Boarding School, North Dakota	
5. Fort Berthold, N. Dak.	
1. Agency	
2. Day School No. 1	
3. Day School No. 2	
4. Day School No. 3	
5. Day School No. 4	
6. Fort Totten, N. Dak.	
1. Agency	
2. Fort Totten Boarding School	
7. Standing Rock, N. Dak.	
1. Agency	
2. Standing Rock Boarding School	
3. Martin Kenel Agriculture School	
4. Bull Head Day School	
5. Cannon Ball Day School	
6. Little Oak Creek Day School	
7. Porcupine Day School	
8. Day School No. 1	
9. St. Elizabeth's Mission Boarding School	
8. Turtle Mountain, N. Dak.	
1. Agency	
2. Day School No. 1	
3. Day School No. 2	
4. Day School No. 3	
5. Day School No. 4	
9. Wahpeton Boarding School, North Dakota	
10. Cheyenne River, S. Dak.	
1. Agency	
2. Cheyenne River Boarding School	
3. Day School No. 2	
4. Day School No. 5	
5. Day School No. 7	
6. Day School No. 8	
7. Oahe Mission Boarding School	
11. Crow Creek, S. Dak.	
1. Agency	
2. Crow Creek Boarding School	
3. Immaculate Conception Mission Boarding School (contract)	
12. Flandreau Boarding School, S. Dak.	
13. Lower Brule, S. Dak.	
1. Agency	
2. Lower Brule Boarding School	
14. Pierre Boarding School, South Dakota	

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1. Agency.	
2. Pine Ridge Boarding School.	
3. Day School No. 1.	
4. Day School No. 3.	
5. Day School No. 4.	
6. Day School No. 5.	
7. Day School No. 6.	
8. Day School No. 7.	
9. Day School No. 8.	
10. Day School No. 9.	
11. Day School No. 10.	
12. Day School No. 11.	
13. Day School No. 12.	
14. Day School No. 13.	
15. Day School No. 14.	
16. Day School No. 15.	
17. Day School No. 16.	
18. Day School No. 17.	
19. Day School No. 18.	
20. Day School No. 19.	
21. Day School No. 20.	
22. Day School No. 21.	
23. Day School No. 22.	
24. Day School No. 23.	
25. Day School No. 24.	
26. Day School No. 25.	
27. Day School No. 26.	
28. Day School No. 27.	
29. Day School No. 28.	
30. Day School No. 29.	
31. Holy Rosary Mission Boarding School (contract).	
16. Rapid City Boarding School, South Dakota.	
17. Rosebud, S. Dak.	
1. Agency.	
2. Rosebud Boarding School.	
3. Big White River Day School.	
4. Black Pipe Day School.	
5. Bull Creek Day School.	
6. Corn Creek Day School.	
7. Cut Meat Creek Day School.	
8. He Dog's Camp Day School.	
9. Ironwood Creek Day School.	
10. Little Crow's Camp Day School.	
11. Little White River Day School.	
12. Lower Cut Meat Day School.	
13. Milk's Camp Day School.	
14. Oak Creek Day School.	
15. Pine Creek Day School.	
16. Red Leaf's Camp Day School.	
17. Ring Thunder Camp Day School.	
18. Rosebud Day School.	
19. Spring Creek Day School.	
20. Upper Cut Meat Day School.	
21. Whirlwind and Soldier's Camp Day School.	
22. White Thunder Creek Day School.	
23. St. Francis Mission Boarding School (contract).	
24. St. Mary's Mission Boarding School.	

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4. Field superintendencies—Continued.	
3. *District No. 3*—Continued.	
18. Sisseton, S. Dak.	
1. Agency.	
2. Sisseton Boarding School.	
3. Goodwill Mission Boarding School.	
19. Springfield Boarding School, South Dakota.	
20. Yankton, S. Dak.	
1. Agency.	
2. Yankton Boarding School.	

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3. Office of Indian Affairs.	
4. Field superintendencies.	
4. *District No. 4.*	
1. Cœur d'Alene, Idaho	
1. Agency	
2. De Smet Mission Boarding School	
3. Slickpoo: St. Joseph's Mission Boarding School	
2. Fort Hall, Idaho	
1. Agency	
2. Fort Hall Boarding School	
3. Episcopal Mission Boarding School	
3. Fort Lapwai, Idaho	
1. Agency	
2. Fort Lapwai Boarding School	
3. Kamiah Day School	
4. Blackfeet, Mont	
1. Agency	
2. Blackfeet Boarding School	
3. Burd Day School	
4. Browning Day School	
5. Cut Finger Day School	
6. Milk River Day School	
7. Holy Family Mission Boarding School	
5. Crow, Mont	
1. Agency	
2. Crow Boarding School	
3. Pryor Creek Boarding School	
4. Lodge Grass Mission Day School	
5. San Xavier Mission Boarding School	
6. Two Leggin Mission Day School	
6. Flathead, Mont	
1. Agency	
2. Flathead Day School	
3. St. Ignatius Mission Boarding School	
4. Camas Day School	
5. Polson Day School	
6. Ronan Day School	
7. Fort Belknap, Mont	
1. Agency	
2. Fort Belknap Boarding School	
3. Lodge Pole Day School	
4. St. Paul's Mission Boarding School	
8. Fort Peck, Mont	
1. Agency	
2. Fort Peck Boarding School	
3. Day School No. 1	
4. Day School No. 2	
5. Day School No. 3	
6. Day School No. 4	
7. Wolf Point Mission Boarding School	
9. St. Peter's Mission Boarding School	
10. Tongue River, Mont	
1. Agency	
2. Tongue River Boarding School	
3. Birney Day School	
4. Lame Deer Day School	
5. St. Labre's Mission Boarding School (contract)	

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4. *District No. 4*—Continued.	
11. Klamath, Oreg.	
1. Agency.	
2. Klamath Boarding School.	
3. Day School No. 1.	
4. Day School No. 2.	
5. Day School No. 3.	
6. Modoc Point Day School.	
7. Yainax Day School.	
12. Salem Boarding School, Oregon.	
13. Siletz, Oreg.	
1. Agency.	
2. Siletz Day School.	
3. Upper Farm Day School.	
14. Umatilla, Oreg.	
1. Agency.	
2. Umatilla Boarding School.	
3. Kate Drexel Mission Boarding School.	
15. Warm Springs, Oreg.	
1. Agency.	
2. Warm Springs Boarding School.	
3. Simnasho Day School.	
16. Colville, Wash.	
1. Agency.	
2. Colville Boarding School.	
3. Day School No. 1.	
4. Day School No. 2.	
5. Day School No. 3.	
6. Day School No. 4.	
7. Day School No. 5.	
8. Day School No. 6.	
9. Day School No. 7.	
10. Day School No. 8.	
11. Day School No. 9.	
12. Sacred Heart Academy Mission Boarding School.	
13. St. Mary's Mission Boarding School.	
17. Cushman, Wash.	
1. Agency.	
2. Cushman Boarding School.	
3. Chahalis Day School.	
4. Jamestown Day School.	
5. Queets River Day School.	
6. Skokomish Day School.	
7. Taholah Day School.	
8. St. George's Mission Boarding School.	
18. Neah Bay, Wash.	
1. Agency.	
2. Neah Bay Day School.	
3. Quileute Day School.	
19. Tulalip, Wash.	
1. Agency.	
2. Tulalip Boarding School.	
3. Lummi Day School.	
4. Swinomish Day School.	
20. Yakima, Wash.	
1. Agency.	
2. Yakima Boarding School.	

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3. Office of Indian Affairs.	
4. Field superintendencies.	
5. *District No. 5.*	
1. Cass Lake Boarding School, Minnesota	
2. Fond du Lac, Minn	
1. Agency	
2. Fond du Lac Day School	
3. Normantown Day School	
3. Leech Lake, Minn	
1. Agency	
2. Leech Lake Boarding School	
3. Old Agency Day Scholl	
4. Squaw Point Day School	
5. Sugar Point Day School	
4. Nett Lake, Minn	
1. Agency	
2. Nett Lake Day School	
5. Pipestone Boarding School, Minnesota	
1. Birch Cooley Day School	
6. Red Lake, Minn	
1. Agency	
2. Red Lake Boarding School	
3. Cross Lake Boarding School	
4. St. Mary's Mission Boarding School	
7. Vermillion Lake Boarding School, Minnesota	
8. White Earth, Minn	
1. Agency	
2. White Earth Boarding School	
3. Beauleau Day School	
4. Pine Point Day School	
5. White Earth Day School	
6. Wild Rice River Boarding School	
7. Elbow Lake Day School	
8. Porterville Day School	
9. Round Lake Day School	
10. St. Benedict's Mission Boarding School	
9. Eland: Bethany Mission Boarding School, Wisconsin	
10. Hayward, Wis	
1. Agency	
2. Hayward Boarding School	
3. Lac Courte Oreille Day School	
11. Keshena, Wis	
1. Agency	
2. Keshena Boarding School	
3. Neopit Day School	
4. Stockbridge Day School No. 1	
5. Stockbridge Day School No. 2	
6. Red Springs Mission Boarding School	
7. St. Joseph's Mission Boarding School (contract)	
12. Lac du Flambeau, Wis	
1. Agency	
2. Lac du Flambeau Boarding School	
13. Grand Portage, Wis	
1. Agency	
2. Grand Portage Day School	
14. La Pointe, Wis	
1. Agency	
2. Odanah Day School	
3. Odanah Mission Boarding School	
4. Red Cliff Day School	
5. Bayfield: Holy Family Mission Boarding School	

	Reference page.
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3. Office of Indian Affairs—Continued.	
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5. *District No. 5*—Continued.	
15. Oneida, Wis.	
1. Agency	
2. Oneida Day School No. 1	
3. Adventist Mission Day School	
4. Hobart Mission Day School	
16. Tomah, Wis.	
1. Agency	
2. Tomah Boarding School	
17. Wittenberg, Wis.	
1. Agency	
2. Wittenberg Boarding School	
18. Baraga: Holy Name Mission Boarding School, Michigan	
19. Bay Mills Day School, Michigan	
20. Harbor Springs: Holy Childhood Mission Boarding School, Michigan	
21. Mount Pleasant Boarding School, Michigan	
22. Sac and Fox, Iowa	
1. Agency	
2. Mesquakie Day School	
23. Carlisle Boarding School, Pennsylvania	
24. Cherokee, N. C.	
1. Agency	
2. Cherokee Boarding School	
3. Birdtown Day School	
4. Little Snowbird Day School,	
5. Snowbird Gap Day School	
25. Hampton Normal and Agricultural Institute, Virginia (contract)	

	Reference page.
Department of the Interior.	
3. Office of Indian Affairs.	
4. Field superintendencies.	
6. *District No. 6.*	
1. Five Civilized Tribes Commission, Oklahoma	
2. Union Agency, Okla	
1. District No. 1	
2. District No. 2	
3. District No. 3	
4. District No. 4	
5. District No. 5	
6. District No. 6	
7. District No. 7	
8. District No. 8	
9. District No. 9	
10. District No. 10	
11. District No. 11	
12. District No. 12	
13. District No. 13	
14. District No. 14	
15. District No. 15	
16. District No. 16	
3. Five Civilized Tribes Schools, Oklahoma	
1. Armstrong Male Academy	
2. Jones Male Academy	
3. Tuskahoma Female Academy	
4. Wheelock Female Academy	
5. Bloomfield Seminary	
6. Collins Institute	
7. Cherokee Orphan Training School	
8. Mekusukey Academy	
9. Euchee Boarding School	
10. Eufaula Boarding School	
11. Nuyaka Boarding School	
12. Tullahassee Boarding School	
13. Hildebrand Day School	
14. Red Day School	
15. District No. 55 Day School	
16. Ison Springs Day School	
17. Creek Seminole Agricultural University (contract)	
18. Davison Baptist University (contract)	
19. Hargrove College (contract)	
20. El Meta Bond College (contract)	
21. Murray State School of Agriculture (contract)	
22. Old Goodland Boarding School (contract)	
23. Presbyterian College for Girls (contract)	
24. St. Agnes Academy (contract)	
25. St. Agnes Mission (contract)	
26. St. Joseph's Mission (contract)	
27. St. Mary's Mission (contract)	

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4. *Bureau of Pensions.*	
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2. First deputy commissioner	
3. Deputy commissioner	
4. Chief clerk	
1. Abandoned files section	
2. Admitted files section	
3. Mail section	
4. Reference library	
5. Stationery section	
2. Army and Navy Division	
1. Files section	
2. Increase and miscellaneous section	
3. Invalid section	
4. Old war and widows' section	
3. Board of Review	
1. Files section	
2. Raters' section	
3. Rereviewers' section	
4. Reviewers' section	
4. Certificate Division	
1. Increase section	
2. Mailing section	
3. Original section	
4. Records section	
5. Review section	
5. Civil War Division	
1. Files section	
2. Increase section	
3. Invalid section	
4. Miscellaneous section	
5. Widows' section.	
6. Finance Division	
1. Bookkeeping and accounts	
2. Correspondence	
3. Dependents of insane and imprisoned pensioners	
4. Gains and estimates for annual appropriations	
5. Guardians	
6. Reimbursement	
7. Law Division	
1. Act of Mar. 3, 1899	
2. Attorneys' fees and magistrates	
3. Criminal	
4. Files section	
5. Marriage and divorce	
6. Miscellaneous correspondence	
7. Appeal desk	
8. Medical Division	
1. Accounts section	
2. Certificate section	
3. Examination section	
4. Examining section	
5. Eye, ear, and throat section	
6. Reviewers' section	
7. Files section	

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4. *Bureau of Pensions*—Continued.	
9. Record Division	
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2. Card writing sections	
3. Charging and assembling section	
4. Correction and records section	
5. Filing and consolidating section	
6. Jacketing section	
7. Numerical card and verifying section	
8. Old war and Navy section	
9. Record section	
10. Revolutionary section	
10. Removal Division	
1. Files section	
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3. Records and files section	
4. Review section	
5. Special examiners	
12. Pension agents	32
13. Pension examining surgeons	

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12. *Pension agents.*	
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5. Columbus, Ohio.	
6. Concord, N. H.	
7. Des Moines, Iowa.	
8. Detroit, Mich.	
9. Indianapolis, Ind.	
10. Knoxville, Tenn.	
11. Louisville, Ky.	
12. Milwaukee, Wis.	
13. New York, N. Y.	
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5. *Patent Office.*	
1. General administration (including technical appellate functions)..	
1. Office proper of the commissioner.....	
2. First assistant commissioner.....	
3. Assistant commissioner.....	
4. Chief clerk.....	
1. Financial clerk.....	
2. Scientific library.....	
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4. Drafting Division.....	
5. Assignment Division.....	
6. Manuscript and Lithograph Division.....	
7. Publications Division.....	
8. Mail and Express Division.....	
9. Application room.....	
10. Docket clerk.....	
11. Preliminary search room.....	
12. Model room.....	
13. Attorneys' room.....	
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15. Carpenter shop.....	
2. Appellate technical services.....	
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3. Group of general technical services.....	
1. Classification.....	
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3. Examining Division 1. Tillage, fences	
4. Examining Division 2. Tobacco, presses, ventilation, dairy, store service, and paper files and binders	
5. Examining Division 3. Metallurgy, electric heaters, electrochemistry, and metal founding	
6. Examining Division 4. Hoisting and handling materials, metallic building structures, bridges, and hydraulic engineering	
7. Examining Division 5. Harvesters, music, and bookbinding	
8. Examining Division 6. Chemistry	
9. Examining Division 7. Optics, toys, velocipedes, mechanical motors, clutches, and nut and bolt locks	
10. Examining Division 8. Furniture	
11. Examining Division 9. Pumps, hydraulic motors, wind wheels, and fluid-pressure regulators	
12. Examining Division 10. Carriages and wagons	
13. Examining Division 11. Leather-working machinery and products, mailing and stapling, and button, eyelet, and rivet setting	
14. Examining Division 12. Machine elements, elevators, and lubrication	
15. Examining Division 13. Metal working	
16. Examining Division 14. Sheet metal and wire working, tools, and farriery	
17. Examining Division 15. Plastics, glass, coating, laminated sheets and fabrics	
18. Examining Division 16. Electricity, telegraphy, telephony	
19. Examining Division 17. Paper manufacture, printing, and type-bar machines	
20. Examining Division 18. Steam engineering	
21. Examining Division 19. Heating apparatus	
22. Examining Division 20. Builders' hardware, locks and latches, undertaking, and safes	
23. Examining Division 21. Textiles	
24. Examining Division 22. Firearms, ordnance, marine and aerial navigation	
25. Examining Division 23. Acoustics, horology, records, registers, and recorders	
26. Examining Division 24. Sewing machines and apparel	
27. Examining Division 25. Mills, thrashing, and butchering	
28. Examining Division 26. Electricity, generation, and motive power	
29. Examining Division 27. Washing, brushing, and abrading	

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32. Examining Division 30. Typewriter, fluid burners, and illumination.....	
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34. Examining Division 32. Refrigeration, packaging, and dispensing liquids.....	
35. Examining Division 33. Masonry, fireproof buildings, cutlery, and domestic cooking vessels.....	
36. Examining Division 34. Railways and railway rolling stock.....	
37. Examining Division 35. Buckles, buttons, clasps, and card, picture, and sign exhibiting.....	
38. Examining Division 36. Photography, instruments of precision, and driers.....	
39. Examining Division 37. Electricity, lighting, conductors, general application.....	
40. Examining Division 38. Artesian and oil wells, stone working, animal husbandry, and fishing and trapping..	
41. Examining Division 39. Water distribution.....	
42. Examining Division 40. Receptacles and check-controlled apparatus.....	
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2. University of Arizona	
3. University of Arkansas	
4. University of California	
5. Colorado Agricultural College	
6. Connecticut Agricultural College	
7. Delaware College	
8. University of Florida	
9. Georgia State College of Agriculture	
10. College of Agriculture and Mechanic Arts of the Territory of Hawaii	
11. University of Idaho	
12. University of Illinois	
13. Purdue University (Indiana)	
14. Iowa State College and Agriculture and Mechanic Arts	
15. Kansas State Agricultural College	
16. State University of Kentucky	
17. Louisiana State University and Agricultural and Mechanical College	
18. University of Maine	
19. Maryland Agricultural College	
20. Massachusetts Agricultural College	
21. Massachusetts Institute of Technology	
22. Michigan Agricultural College	
23. University of Minnesota	
24. Mississippi Agricultural and Mechanical College	
25. University of Missouri	
26. Missouri School of Mines and Metallurgy	
27. Montana College of Agriculture and Mechanic Arts	
28. University of Nebraska	
29. University of Nevada	
30. New Hampshire College of Agriculture and Mechanic Arts	
31. Rutgers Scientific School (New Jersey)	
32. New Mexico College of Agriculture and Mechanic Arts	
33. Cornell University (New York)	
34. North Carolina College of Agriculture and Mechanic Arts	
35. North Dakota Agricultural College	
36. Ohio State University	
37. Oklahoma Agricultural and Mechanical College	
38. Oregon Agricultural College	
39. Pennsylvania State College	
40. University of Porto Rico	
41. Rhode Island State College	
42. Clemson Agricultural College (South Carolina)	
43. South Dakota College of Agriculture and Mechanic Arts	
44. University of Tennessee	
45. Agricultural and Mechanical College of Texas	
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47. University of Vermont and State Agricultural College	
48. Virginia Agricultural and Mechanical College and Polytechnic Institute	

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6. Kentucky Normal and Industrial Institute for Colored Persons	
7. Southern University and Agricultural and Mechanical College (Louisiana)	
8. Princess Anne Academy (Maryland)	
9. Alcorn Agricultural and Mechanical College (Mississippi)	
10. Lincoln Institute (Missouri)	
11. Agricultural and Mechanical College for the Colored Race (North Carolina)	
12. Colored Agricultural and Normal University (Oklahoma)	
13. Colored Normal, Industrial, Agricultural, and Mechanical College (South Carolina)	
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7. Alaska division.	
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4. Deering School	
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9. Icy Cape School	
10. Igloo School	
11. Kivalina School	
12. Koserefsky School	
13. Kotzebue School	
14. Koyukuk School	
15. Louden School	
16. Mountain Village School	
17. Moatak School	
18. Nome School	
19. Nulato School	
20. Pilot Station School	
21. Point Hope School	
22. Russian Mission School	
23. St. Michael School	
24. Selaawik School	
25. Shageluk School	
26. Shishmaref School	
27. Shungnak School	
28. Sinuk School	
29. Teller School	
30. Unalakleet School	
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2. Reindeer herds	
1. Barrow No. 1	
2. Barrow No. 2	
3. Council	
4. Deering	
5. Egavik	
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10. Icy Cape	
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1. *District superintendent of schools, northwestern district*—Continued.	
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24. Shishmaref No. 3	
25. Shungnak	
26. Sinuk	
27. Teller	
28. Tubutulek	
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3. Kokrines School	
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6. Bureau of Education.	
2. Chief clerk.	
7. Alaska division.	
3. Alaska school and reindeer service.	
3. *District superintendent of schools, Bristol Bay district.*	
1. School system	
1. Bethel School	
2. Chogiung School	
3. Goodnews Bay School	
4. Iliamna School	
5. Kanakanak School	
6. Kinar School	
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9. Mushagak School	
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11. Togiak School	
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2. Bethel No. 2	
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5. Iliamna	
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6. Bureau of Education.	
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7. Alaska division.	
3. Alaska school and reindeer service.	
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1. Akhiok School	
2. Atka School	
3. Copper Center School	
4. Chignik School	
5. Kenai School	
6. Seldovia School	
7. Susitna School	
8. Tatitlek School	
9. Unalaska School	
10. Yakutat School	

	Reference page.
Department of the Interior.	
6. Bureau of Education.	
2. Chief clerk.	
7. Alaska division.	
3. Alaska school and reindeer service.	
5. *District superintendent of schools, southeastern district.*	
1. Douglas School	
2. Haines School	
3. Hoonah School	
4. Howkan School	
5. Juneau School	
6. Kake School	
7. Kasaan School	
8. Killisnoo School	
9. Klawock School	
10. Klinquan School	
11. Klukwan School	
12. Loring School	
13. Petersburg School	
14. Point Ellis School	
15. Saxman School	
16. Shakan School	
17. Sitka School	
18. Sitkoh Bay School	
19. Wrangell School	

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Department of the Interior.	
7. *Geological Survey.*	
1. General administration	44
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5. Publication branch	48

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Department of the Interior.	
7. Geological Survey.	
1. *General administration.*	
1. Office proper of director	
2. Chief clerk	
1. Executive division	
1. Mails, files, and records	
2. Appointments	
3. Purchases	
4. Distribution of supplies (except field instruments and equipment)	
5. Property accountability (except field instruments and equipment)	
6. Express and freight	
7. Shops for addressographs, multigraph, mimeograph, and typewriter repair work	
2. Disbursements and accounts division	
1. Administrative bookkeeping	
2. Field disbursing office	
1. Denver, Colo. (1)	
3. Library division	
4. Engineers, messengers, and labor force	
1. Electrician	
1. Shop for electrical work	
2. Engineer	
1. Shop for steam fitting, etc	
3. Carpenters	
1. Carpenter shop	
4. Labor force	
5. Messenger force	
6. Char force	
3. Committee on personnel	
4. Committee on records and business methods	
5. Committee on the library	

	Reference page.
Department of the Interior.	
7. Geological Survey.	
2. *Geologic branch.*	
1. Geology division	
1. Areal and structural geology section	
1. Field parties	
2. Paleontology section	
1. Field parties	
3. Petrology section	
1. Field parties	
2. Petrographic laboratory	
4. Economic geology of metalliferous ores (except iron) section	
1. Field parties	
5. Economic geology of nonmetalliferous ores and iron section	
1. Field parties	
6. Economic geology of fuels section	
1. Field parties	
2. Field office	
1. Denver, Colo. (1)	
7. Geologic map editing section	
8. Land-classification board	
1. General administration	
2. General advisory committee	
3. Classification committees	
2. Chemical and physical research division	
1. Chemistry section	
1. Chemical laboratory (general chemical work)	
2. Physics section	
3. Mineral resources division (mineral statistics)	
1. Metalliferous ores (except iron) section	
2. Nonmetalliferous minerals and iron section	
3. Chemical laboratory. (For investigation of petroleum)	
4. Field offices	
1. Denver, Colo	
2. Salt Lake City, Utah	
3. San Francisco, Cal	
4. Alaskan mineral resources	
1. Geologic investigations and surveys	
1. Field parties	
2. Topographic base mapping	
1. Field parties	
3. Water resources investigation	
1. Field parties	
4. Statistics of precious minerals	

	Reference page.
Department of the Interior.	
7. Geological Survey.	
3. *Topographic branch.*	
1. Atlantic Division	
1. Field parties	
2. Central Division	
1. Field parties	
3. Rocky Mountain Division	
1. Field parties	
4. Pacific Division	
1. Field parties	
2. Field office	
1. Sacramento, Cal	

	Reference page.
Department of the Interior.	
7. Geological Survey.	
4. *Water resources branch.*	
1. Surface Water Investigation Division	
1. Field Offices	
1. Augusta, Maine (Maine district)	
1. Stream Gauging Stations	
2. Albany, N. Y. (New York and New England district)	
1. Stream Gauging Stations	
3. Washington, D. C. (central office, Middle Atlantic district)	
1. Stream Gauging Stations	
4. Atlanta, Ga. (Southwestern district)	
1. Stream Gauging Stations	
5. Newport, Ky. (Ohio River district)	
1. Stream Gauging Stations	
6. St. Paul, Minn. (Minnesota district)	
1. Stream Gauging Stations	
7. Helena, Mont. (Upper Missouri district) (2)	
1. Stream Gauging Stations	
8. Denver, Colo. (Rocky Mountain district) (1)	
1. Stream Gauging Stations	
9. Salt Lake City, Utah (Great Basin district) (3)	
1. Stream Gauging Stations	
10. Boise, Idaho (Idaho district)	
1. Stream Gauging Stations	
11. Portland, Oreg. (Columbia River district) (4)	
1. Stream Gauging Stations	
12. San Francisco, Cal. (California district) (5)	
1. Stream Gauging Stations	
11. Los Angeles, Cal. (Sub-office, California district) (6)	
1. Stream Gauging Stations	
14. Honolulu, T. H. (Hawaiian district)	
1. Stream Gauging Stations	
2. Ground Water Investigations Division	
3. Water Utilization Division	
1. Field Offices	
1. Salt Lake City, Utah (3)	
2. Los Angeles, Cal. (6)	
3. Spokane, Wash.	
4. Helena, Mont. (2)	
5. Denver, Colo. (1)	
6. Portland, Oreg. (4)	
7. San Francisco, Cal. (5)	

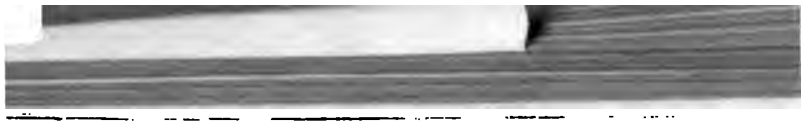
Department of the Interior.
7. Geological Survey.
5. *Publication branch.*
1. Book Publication Division
1. Texts section
2. Illustrations section
3. Distribution of publications section
1. Field office
1. Denver, Colo. (1)
2. Engraving and Printing Division
1. Engraving and printing section
2. Editing of topographic maps section
3. Photographic laboratory
4. Instrument shop

NOTE.—It will be noted that numbers follow the names of some of the cities where field offices are maintained. In cases where several divisions use the same office in one city, rather than separate offices, the name of that city is followed by the same number.

	Reference page.
artment of the Interior.	
8. *Reclamation Service.*	
1. General administration	
1. Office proper of the director	
1. Appointment section	
2. Chief engineer	
1. Technical Division	
2. Drafting	
3. Consulting engineers	
4. Electrical and mechanical	
5. Cement expert, Denver, Colo	
3. Lands and Legal Division	
4. Statistical Division	
1. Settlement agent, Chicago, Ill	
5. Accounting Division	
1. General bookkeeping	
2. Local bookkeeping	
3. Auditing section	
4. Special fiscal agent	
5. Transportation and purchasing office, Chicago, Ill	
6. Chief clerk	
1. Purchasing and supplies	
2. Mails and files	
3. Stenographic section	
4. Photographic work	
5. Messengers	
6. Laborers and charwomen	
2. Field work	
1. Southern Division (supervising engineer) projects	
1. Salt River	
2. Yuma	
3. Carlsbad	
4. Hondo	
5. Rio Grande	
6. Strawberry Valley	
2. Pacific Division (supervising engineer) projects	
1. Orland	
2. Truckee-Carson	
3. Umatilla	
4. Klamath	
3. Northern Division (supervising engineer) projects	
1. Blackfeet	
2. Flathead	
3. Fort Peck	
4. Huntley	
5. Milk River	
6. Sun River	
7. North Dakota pumping	
8. Lower Yellowstone	
9. Shoshone	
4. Central Division (supervising engineer) projects	
1. Garden City, Kans	
2. Grand Valley	
3. Uncompahgre	
4. North Platte	
5. Goshen Park	
6. Belle Fourche	
5. Idaho division (supervising engineer) projects	
1. Boise	
2. Minidoka	
3. Snake River storage	

	Reference page.
Department of the Interior—Continued.	
8. *Reclamation Service*—Continued.	
2. Field work—Continued.	
6. Washington division (supervising engineer) projects	
1. Okanogan	
2. Yakima storage	
3. Yakima Sunnyside	
4. Yakima Tieton	

	Reference page.
Department of the Interior.	
9. *Bureau of Mines.*	
1. Office proper of director	
2. Chief clerk (administrative assistant)	
1. Office proper of chief clerk	
2. Accounts	
3. Correspondence and records	
4. Publications	
5. Editorial	
6. Statistics of mine accidents	
7. Library	
8. Supplies and purchases	
9. Appointments	
10. Law examiner	
11. Inspection of Government fuel purchases	
1. Laboratory for coal analyses	
12. Electrical, messenger, labor, watch, and char forces	
3. Engineer in charge Pittsburgh experiment station	
1. Group of administrative services	
1. Disbursements	
2. Purchases	
3. Supplies	
4. Computing and drafting	
5. Mechanical, labor, and char forces	
2. Mine Accidents Division	
1. Mine methods and equipment	
2. Electricity in mining	
3. Explosives	
4. Mine inspection in the Territories	
5. Coal dust	
6. Mine accidents	
7. Mine rescue methods	
1. Rescue cars in the field	
1. Wilkes-Barre, Pa. (1)	
2. Trinidad, Colo. (1)	
3. Urbana, Ill. (1)	
4. Rock Springs, Wyo. (1)	
5. Seattle, Wash. (1)	
6. Huntington, W. Va. (1)	
7. Pittsburgh, Pa. (1)	
2. Rescue stations in the field	
1. Urbana, Ill. (1)	
2. Knoxville, Tenn. (1)	
3. McAlester, Okla. (1)	
4. Seattle, Wash. (1)	
5. Birmingham, Ala. (1)	
6. Pittsburgh, Pa. (1)	
8. Mine gases	
9. Technological investigations	
10. Quarry division	
11. Metal mining division	
1. Waste in mining and metallurgy	
3. Fuel Division	
1. Coal mining	
2. Oil and gas technology	
3. Fuel waste and efficiency	
1. Smoke investigation	
2. Lignite and peat	
3. Briquet	
4. Gas producer	
5. Combustion	
6. Chemical and physical investigations	



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